Floriculture Sector Partnership

Human Resource and Training Needs Assessment and Strategies

September, 2000

Final Report

THE Trimension™ GROUP

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FLORICULTURE SECTOR PARTNERSHIP

FINAL REPORT

ACKNOWLEDGEMENTS

The Saskatchewan Floriculture Sector Partnership expresses its appreciation to all the organizations, businesses and individuals that have contributed time and effort to make this study possible.

This report would not have been possible without the participation of the businesses and individuals who took time to meet and speak with the researchers on many aspects of the Saskatchewan floriculture industry. We thank all those who participated in the survey and focus group presentations. We also wish to acknowledge the support and assistance provided by Garry Watson and staff at Flowers Canada.

Members of the Steering Committee are to be commended for the time, effort, guidance, and support they contributed to the research and writing of this report. Their knowledge and commitment to the industry was invaluable throughout the study.

This research was funded by Saskatchewan Post-Secondary Education and Skills Training (PSEST) through the Sector Partnerships Program. The role of PSEST is gratefully acknowledged and, while PSEST was extensively involved in the study, the views expressed in this report are those of the industry and the industry stakeholders.

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EXECUTIVE SUMMARY

Working on behalf of the Saskatchewan Floriculture Sector Partnership Steering Committee and with, Saskatchewan Post-Secondary Education and Skills Training, Trimension Group conducted research to identify the human resource and training needs of the floriculture industry in the province. The research completed was the basis to devise strategies for human resource and training needs.

INTRODUCTION

There are no formal training programs for the floriculture industry in Saskatchewan. Training is largely informal, on-the-job training, supplemented with some workshop training. On behalf of Flowers Canada, Saskatchewan Region, Trimension Group submitted a proposal to Saskatchewan Post-Secondary Education and Skills Training for funding under the Sector Partnerships program to assist industry in completing an analysis of their human resource and training needs. This report represents the result of the study.

METHODOLOGY

Trimension Group carried out primary and secondary research as part of the study. Primary research results were validated through focus groups conducted with participants involved in the industry.

The following provides a brief description of the steps taken to complete the study and produce the final report:

Literature Review

The literature review was completed with the objective of providing the Steering Committee with the background information necessary to establish a base for the human resource and training needs assessment. The literature for this report was obtained from various sources including published and unpublished reports.

Education and Training Database

Research was conducted to develop and compile a database of education and training programs for the Saskatchewan floriculture industry. The database outlines education and training programs that may be applicable to the floriculture industry. The database includes programs offered across Canada and identifies the institution, program name, a brief description, length of training program, method of delivery and contact information.

Industry Survey

Trimension Group developed the survey instrument in consultation with the Saskatchewan Floriculture Sector Partnership Steering Committee. The purpose of the survey was to identify current and future human resource and training needs of the industry. The survey respondents were drawn from an industry database compiled for the study. A total of 62 personal and telephone interviews were completed in December, 1999. All interviews were completed in-house by Trimension Group.

Industry Validation

In March, 2000 four focus groups plus one additional personal interview were completed as part of the validation of the survey results. The focus groups were conducted with business owners and employees. The following is an overview of the composition of the focus groups:

Focus group 1: Regina, five employees	**Focus group 3:** Saskatoon, seven employers
Focus group 2: Regina, two employers	**Focus group 4:** Saskatoon, six employees

KEY FINDINGS

The purpose of presenting key findings is to provide an overview of the industry by summarizing the results of the telephone survey. These findings are helpful in determining those areas that require further consideration and validation so they can be reviewed in the focus groups.

Company Information

The largest percentage of companies surveyed (88.7%) operate a full service florist shop.

The population of the trading areas served was equally split between those serving under 10,000 and those serving over 10,000.

With respect to the number of employees 87% of companies surveyed employ fewer than 10 people.

A majority of respondents (87%) indicated they were aware of the Flowers Canada Accreditation Program. The Accreditation Program is a national testing program for retail florists and distributors. The program provides workshops and exams that progressively challenge a persons knowledge of floriculture operations and practical design skills. Successful completion of the various levels leads to the designation as Canadian Accredited Floral Designer, Canadian Accredited Floral Manager and, ultimately, Canadian Accredited Master Florist.

Employment Projections

There was difficulty in obtaining projections for a number of job occupations. Nearly all the respondents employ people who perform a variety of job functions and, therefore, could not provide projections for growth for specific occupations.

The floral designer occupation was the only occupation that respondents could identify separately and there was a 33% increase in full time positions projected within the next five years.

Employee Profile

In terms of age of employees, 53.5% of permanent employees are between 35 and 54 years of age. 70.3% of permanent employees are between the ages of 25 and 54 years compared to the provincial average of 52%. 14.1% of employees are aged 55 or older compared to 30% for the provincial average. For seasonal employees 35.5% are 24 years of age or less compared to the provincial average of 19%.

The average wage for entry level employees ranged from $6.00 to $6.75 per hour for all positions except the manager/owner category. The average wage range for experienced employees was $6.00 to $10.50 per hour.

79% of businesses surveyed provide the normal required benefits of Employment Insurance and Canada Pension Plan contributions.

With respect to education and training levels 47% of permanent employees have at least a high school certificate. An additional 20% of permanent employees have some additional educational qualifications. For seasonal employees 25% have a high school certificate or additional educational qualifications.

In terms of accreditation through the Flowers Canada Accreditation Program 23% of surveyed businesses reported having an employee with at least one level of accreditation, while 25% of the businesses indicated their employees had certificates or training from other institutions.

Females accounted for 88.4% of the workforce in the sample.

Aboriginals make up 2.8% of the workforce in the industry compared to the provincial average of 4%. Visible minorities make up less than 1% of the workforce compared to the provincial average of 3%.

Recruitment and Retention

Slightly more than 61% of employers indicated a good work ethic was a key criteria for those looking for employment in the industry. Only 16.1% of respondents rated the lack of work ethic/willing to work as a major problem with employees.

For employers their greatest difficulty in recruiting new employees was due to a shortage of trained labour. 53.2% rated the shortage of trained labour as a major difficulty.

Word of mouth was identified as the most effective means for employers in recruiting new employees.

Slightly more than 87% of businesses surveyed indicated employee turnover was not a problem. In the last year 80% of turnover was the result of leaving voluntarily with personal reasons cited as one of the most common reason for leaving.

Skill Requirements and Training

The results of the survey indicate some current employees are lacking in a number of skills. Design mechanics, creativity, product and industry knowledge, communication and sales skills were identified as the main areas where skills are lacking.

Floral design was identified as an area where the greatest need for formal training is required. 67.2% of respondents surveyed identified floral design as an area that needs to be addressed.

New design and specialized design techniques were the most common areas requiring upgrading and refresher training.

Slightly over 56% of the respondents indicated that distance to out of province training institutions was the main difficulty in achieving their training objectives. Just over 40% cited the lack of training in the province to be the main difficulty in achieving their training objectives.

A combination of external and internal training was selected by the majority of respondents as the preferred method for the delivery of training. This was followed by the use of external training for upgrading and refresher training.

On-the-job training of new employees was the choice of 66.1% of those surveyed as to the type of training currently being provided.

The most important type of training identified by respondents was formal entry level training. 80.7% of respondents indicated formal entry level training should be provided through a combination of external (classroom) and internal (work based) training.

Industry Trends

The Internet and computer technology are the two areas identified by respondents as having an impact on their business.

Respondents did not see any significant changes to the existing occupations or any new occupations emerging in the industry.

47% of those surveyed expect the skills employees require to remain the same over the next five years. 32% of respondents anticipate the skill requirements of employees will need to be more specialized over the next five years thereby offering clients different or unique products.

Of the 58% of businesses who responded that globalization is having an effect on their business, increased foreign orders, higher prices, easier access to product, and increased telephone orders were cited as examples.

Other factors identified as affecting their business were health industry labour strikes, low wages, disparity between large and small shops, and training.

Awareness and Assessment

Flowers Canada is in the preliminary stages of designing training modules for the floriculture industry. Slightly more than 80% of those surveyed supported the need to promote Saskatchewan as a location to host delivery of Flowers Canada pilot training modules.

60% of the businesses surveyed reported membership in Flowers Canada.

RECOMMENDATIONS

The Saskatchewan Floriculture Sector Partnership has developed the following recommendations:

- Industry, SIAST, and other training providers need to partner to develop and deliver training to the Saskatchewan floriculture industry.
- Industry in Saskatchewan will promote floriculture as a career to address recruitment issues in the industry.
- The sector partnership needs to develop a communication strategy to present the results of the sector partnership study and promote the industry in Saskatchewan.
- Industry needs to continue working together to identify and address training and human resource issues.
- Industry needs to identify and work with Aboriginal organizations, including training providers, to develop and foster partnerships with the mutual objective to develop a representative workforce.

NEXT STEPS

The following next steps are planned for the Floriculture Sector Partnership:

- The sector partnership will communicate the results of the sector partnership report. Copies of the executive summary will be sent to all floriculture businesses identified during the course of the study.
- The sector partnership in partnership with SIAST, other training providers, and Flowers Canada will:
  - work to develop or modify training programs to meet the design needs of the floriculture industry;
  - work to develop or modify business and marketing courses to meet the needs of the industry as identified in the occupational skill sets.
- The sector partnership will undertake a review of existing floristry training programs such as those offered by: Olds College; Kwantlen University College; Algonquin College; Conestoga College; Humber College of Applied Arts and Technology; and Seneca College. This process will include exploring opportunities for SIAST, other training providers, or industry to broker existing training courses from a training institution.

- The sector partnership will share the results of the study with Flowers Canada. The results may be used to validate industry needs, develop and test curriculum in support of Flowers Canada Accreditation across the country.

- Strategies will be developed to encourage employees to take part in the Flowers Canada Accreditation Program.

- The sector partnership will work with Saskatchewan Education to develop a process to promote floriculture as a career opportunity within the school system. Opportunities to promote or market the industry will be explored in conjunction with curricula being taught within the school system.

- The sector partnership will work to develop and foster partnerships with Aboriginal organizations, including training providers, to promote career opportunities in the industry.

- The sector partnership will develop strategies to address recruitment issues in the industry.

- The Steering Committee will continue to work together to sustain the Floriculture Sector Partnership.

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TABLE OF CONTENTS

ACKNOWLEDGEMENTS ii
EXECUTIVE SUMMARY v
TABLE OF CONTENTS 1
LIST OF CHARTS 3
LIST OF TABLES 4

1.0 BACKGROUND INFORMATION 5

2.0 INTRODUCTION 5

3.0 LITERATURE REVIEW 5

4.0 EDUCATION AND TRAINING DATABASE 5

5.0 INDUSTRY SURVEY 6

6.0 HUMAN RESOURCE & TRAINING NEEDS ASSESSMENT 7

6.1 COMPANY INFORMATION 7
6.2 EMPLOYMENT PROJECTIONS 9
6.3 EMPLOYEE PROFILE 10
6.3.1. Age 10
6.3.2. Wages 10
6.3.3. Benefits 11
6.3.4. Education Levels 11
6.3.5. Flowers Canada Accreditation 12
6.3.6. Employment Equity 14
6.4 RECRUITMENT AND RETENTION 14
6.4.1. Recruitment 14
6.4.2. Recruitment Methods 16
6.4.3. Turnover 16
6.5 SKILL REQUIREMENTS AND TRAINING 17
6.5.1. Formal Entry Level Training 19
6.5.2. Upgrading Courses and Seminars 20
6.5.3. Refresher Courses and Seminars 20
6.5.4. Difficulties in Achieving Training Objectives 21
6.5.5. Training Delivery 22
6.5.6. Training Currently Being Provided 22
6.5.7. Importance of Training 23
6.6 INDUSTRY TRENDS 23
6.6.1. New Occupations or Dramatic Changes to Existing Occupations 23
6.6.2. Impact of Technology 23
6.6.3. Skill Needs 23
6.6.4. Globalization 24
6.6.5. Other Factors 25
6.7 TRAINING OPTIONS – AWARENESS AND ASSESSMENT 26

7.0 INDUSTRY VALIDATION 27

7.1 EMPLOYEE GROUPS 27
7.1.1. Awareness of Flowers Canada Accreditation Program 27
7.1.2. Recruitment and Retention 27
7.1.3. Skill Requirements and Training 27
7.1.4. Industry Trends 28

7.2 EMPLOYER GROUPS 28
7.2.1. Awareness of Flowers Canada Accreditation Program *28*
7.2.2. Recruitment and Retention *28*
7.2.3. Skill Requirements and Training *29*
7.2.4. Industry Trends *29*
7.2.5. Employment Projections *29*

8.0 KEY FINDINGS 30

8.1 COMPANY INFORMATION 30
8.2 EMPLOYMENT PROJECTIONS 30
8.3 EMPLOYEE PROFILE 30
8.4 RECRUITMENT AND RETENTION 31
8.5 SKILL REQUIREMENTS AND TRAINING 31
8.6 INDUSTRY TRENDS 32
8.7 AWARENESS AND ASSESSMENT 33

9.0 OCCUPATIONAL SKILL SETS 34

9.1 INTRODUCTION 34
9.2 GENERAL AREAS OF COMPETENCE, TASKS/SKILLS AND KNOWLEDGE REQUIREMENTS ... 34
9.2.1. Floral Designer *35*
9.2.2. Essential Skills – Floral Designer *39*

10.0 RECOMMENDATIONS 40

10.1 TRAINING NEEDS 40
10.2 RECRUITMENT AND RETENTION 41
10.3 COMMUNICATION STRATEGY 41
10.4 SECTOR PARTNERSHIP 42

11.0 NEXT STEPS 43

12.0 APPENDICES 44

APPENDIX A: LITERATURE REVIEW 45
APPENDIX B: EDUCATION AND TRAINING DATABASE 59
BIBLIOGRAPHY 135

LIST OF CHARTS

CHART 1: NUMBER OF EMPLOYEES 8
CHART 2: BUSINESSES EMPLOYING TEN OR MORE PERSONS 9
CHART 3: EDUCATION LEVEL – PERMANENT EMPLOYEES 12
CHART 4: EDUCATION LEVEL – SEASONAL EMPLOYEES 12
CHART 5: AWARENESS OF FLOWERS CANADA ACCREDITATION PROGRAM 13
CHART 6: REASONS FOR LEAVING 17
CHART 7: SKILL NEEDS OF EMPLOYEES 24
CHART 8: DOES GLOBALIZATION AFFECT YOUR BUSINESS? 24

LIST OF TABLES

TABLE 1: MAIN BUSINESS AREA 7
TABLE 2: POPULATION OF TRADING AREA 7
TABLE 3: BUSINESSES EMPLOYING FEWER THAN TEN PERSONS 8
TABLE 4: EXISTING AND PROJECTED NUMBER OF OCCUPATIONS 10
TABLE 5: AGE PROFILE 10
TABLE 6: WAGES 10
TABLE 7: BENEFITS 11
TABLE 8: FLOWERS CANADA ACCREDITATION CERTIFICATES 13
TABLE 9: DIFFICULTIES POTENTIAL EMPLOYEES FACE 15
TABLE 10: DIFFICULTIES EMPLOYERS MAY FACE 16
TABLE 11: FLORAL DESIGNER SKILLS 18
TABLE 12: MANAGER SKILLS 18
TABLE 13: SALES SKILLS 19
TABLE 14: ADMINISTRATIVE AND ACCOUNTING SKILLS 19
TABLE 15: DELIVERY/GENERAL LABOURER SKILLS 19
TABLE 16: TRAINING REQUIREMENTS – FORMAL ENTRY LEVEL 20
TABLE 17: TRAINING REQUIREMENTS – UPGRADING COURSES/SEMINARS 20
TABLE 18: TRAINING REQUIREMENTS – REFRESHER COURSES/SEMINARS 21
TABLE 19: DIFFICULTIES IN ACHIEVING TRAINING OBJECTIVES 21
TABLE 20: TRAINING DELIVERY 22
TABLE 21: TRAINING CURRENTLY BEING PROVIDED 22
TABLE 22: FLOWERS CANADA INITIATIVE 26
TABLE 23: PROPER CARE AND HANDLING 35
TABLE 24: PERFORM FLORAL DESIGN AND ARRANGEMENTS 36
TABLE 25: MANAGE MATERIAL RESOURCES, INFORMATION, RECORDS AND SYSTEMS 37
TABLE 26: PROVIDE SERVICE TO CUSTOMERS 38
TABLE 27: COMMUNICATE EFFECTIVELY 38
TABLE 28: DEMONSTRATE PERSONAL ATTRIBUTES 39
TABLE 29: CONSUMER SPENDING PATTERNS 47
TABLE 30: CONSUMER BUYING PATTERNS 48
TABLE 31: FLORICULTURE / HORTICULTURE PRODUCTION BY REGION (IN MILLIONS) 1990 49
TABLE 32: ANNUAL REAL GROWTH RATES IN PRODUCTION BY REGION (CONSTANT 1990 DOLLARS), 1985-1990 49
TABLE 33: GREENHOUSE INDUSTRY STATISTICS, 1996-98 50
TABLE 34: GREENHOUSE FLOWER AND PLANT PRODUCTION, BY TYPE AND TOTAL VALUE, 1996-1998 50
TABLE 35: TOTAL EMPLOYMENT IN FLORICULTURE/HORTICULTURE, (1990) 52
TABLE 36: FULL-TIME FLORICULTURE/HORTICULTURE EMPLOYMENT, 1990 52
TABLE 37: SEASONAL AND PART-TIME FLORICULTURE/HORTICULTURE EMPLOYMENT, 1990 53
TABLE 38: PROFILE OF FLORICULTURE / HORTICULTURE EMPLOYMENT 53
TABLE 39: GREENHOUSE INDUSTRY EMPLOYMENT STATISTICS, 1996-98 53
TABLE 40: SASKATCHEWAN FLORICULTURE SALES, 1991 55

1.0 BACKGROUND INFORMATION

There are no formal training programs for the floriculture industry in Saskatchewan. Training is largely informal, on-the-job training, supplemented with some workshop training. Trimension Group, on behalf of Flowers Canada, Saskatchewan Region, submitted a proposal to Saskatchewan Post-Secondary Education and Skills Training for funding under the Sector Partnerships program. The primary objective of the Sector Partnership was to address training needs and human resource planning in the industry. Flowers Canada represents the floriculture industry on a national basis to improve the strength and unity of the industry through: communication; education; marketing; member services and representation. Flowers Canada is active in industry accreditation having established the Flowers Canada Accreditation program. The program does not however include the delivery of training.

A Steering Committee comprised of members of Flowers Canada, Saskatchewan Region, key stakeholders, and training providers was formed to work with and direct Trimension Group in carrying out the research components, analysis, and preparation of the final report

2.0 INTRODUCTION

In order to develop and implement the most appropriate strategies for a proactive human resource plan for the industry, the Saskatchewan Floriculture Sector Partnership undertook a needs assessment of the floriculture industry in Saskatchewan. Research included primary and secondary research. This report represents the results of the research.

3.0 LITERATURE REVIEW

As part of the secondary research for the study a literature review of relevant data pertaining to the industry was completed. The literature review contains information obtained from published and unpublished reports including an Internet search. The objective of the literature review was to provide the Steering Committee with the necessary background information to establish the basis for the human resource and training needs study. Refer to Appendix A for the literature review.

4.0 EDUCATION AND TRAINING DATABASE

Research was conducted to develop and compile a database of education and training programs for the Saskatchewan floriculture industry. The database outlines education and training programs that may be applicable to the floriculture industry. Refer to Appendix B for the database.

5.0 INDUSTRY SURVEY

A survey was conducted to identify current and future human resource and training needs within the industry. Trimension Group and the Saskatchewan Floriculture Sector Partnership Steering Committee developed the survey. The survey respondents were drawn from an industry database that was compiled for the project. In total 62 personal and telephone interviews were conducted in December, 1999.

All surveys were completed in-house by Trimension Group. The survey results were analyzed using SPSS for Windows, a statistical software package.

6.0 HUMAN RESOURCE & TRAINING NEEDS ASSESSMENT

To gain a broad understanding of the human resource and training needs in the Saskatchewan Floriculture Sector a series of questions were posed to the businesses interviewed. The questions covered the following areas:

- Company Information
- Employment Projections
- Employee Profile
- Recruitment and Retention
- Skill Requirements and Training
- Industry Trends
- Training Options – Awareness and Assessment

6.1 Company Information

Table 1 outlines the main area of business. The largest percentage of businesses (88.7%) operate full service florist shops.

Table 1: Main Business Area

Main Business Area	Number of Businesses	% of Sample
Full service florist shop	55	88.7
Greenhouse production	3	4.8
Other[1]	2	3.3
Floral mass marketer	1	1.6
Wholesaler/Distributor	1	1.6

The businesses surveyed were split evenly between those with a trading base of less than 10,000 and those with a trading base over 10,000. Table 2 summarizes the results:

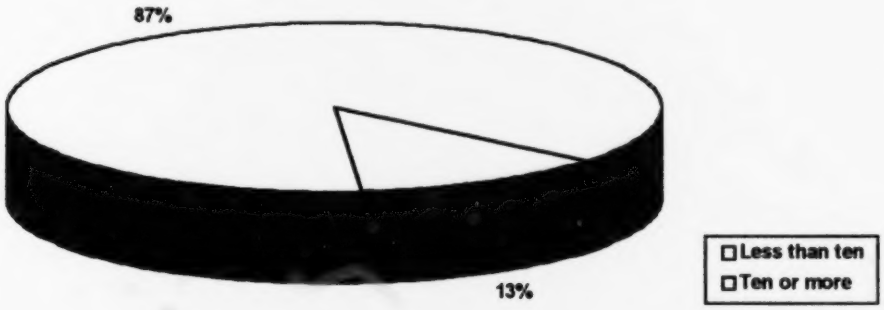
Table 2: Population of Trading Area

Trading Area	Number of Businesses	% of Sample
0 – 4,999	22	35.5
5,000 – 9,999	9	14.5
Over 10,000	31	50.0

[1] Retail store where primary business is other than floral; business to be closed.

Businesses were surveyed regarding the number of full-time and part-time employees, including managers and owners. 87% of businesses surveyed employ fewer than 10 persons as indicated in Chart 1 below:

Chart 1: Number of Employees



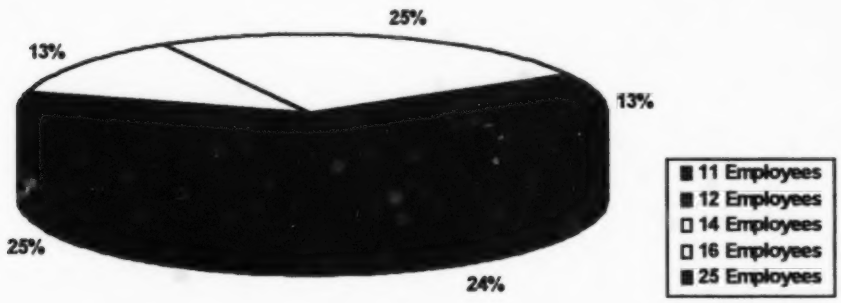
Of those businesses employing fewer than ten persons, 64.9% employ three to five persons. Table 3 provides the breakdown of employee numbers (full-time and part-time):

Table 3: Businesses Employing Fewer Than Ten Persons

Persons Employed	Number of Businesses	% of Sample
1	5	9.2
2	5	9.2
3	9	16.7
4	17	31.5
5	9	16.7
6	5	9.2
7	3	5.6
8	1	1.9
9	0	0

Eight businesses surveyed employ from 11 to 25 persons. Chart 2 provides the breakdown of employee numbers (full-time and part-time):

Chart 2: Businesses Employing Ten or More Persons



6.2 Employment Projections

Respondents were asked to indicate how many employees they have in each occupation and how many they expect to have in five years. They were also asked to indicate the number of full time, part time, and seasonal positions.

The survey results revealed that a majority of the floriculture businesses employ five or fewer persons. In many cases the business is run by an owner/manager/designer. Because of the limited number of employees they are often responsible for a number of areas including ownership, management, design and sales. Only in larger businesses with ten or more persons is it normal to see full time positions devoted to designing, managing, and sales.

Many respondents did not indicate how many positions they expected to have in 5 years. Some respondents stated they did not know or did not provide specific occupation numbers. These factors plus the large number of businesses where occupations are combined made it difficult to predict accurate employment projections.

The occupation for which many respondents provided a projected number of employees was for floral designers. Of those respondents who reported full time or part time floral designers (n=43) 28% projected an increase in that occupation within five years. Unless otherwise indicated respondents who did not provide projected numbers were considered to maintain the current number of floral designers. Table 4 provides the existing and the projected number of floral designers.

Table 4: Existing and Projected Number of Occupations

Current				In 5 Years			
Occupation	**Full Time**	**Part Time**	**Seasonal**	**Full Time**	**Part Time**	**Seasonal**	**Change**
Floral designer	46	46	4	61	40	4	9.4%

6.3 Employee Profile

6.3.1. Age

The age category of employees and owners was obtained. 37.5 % of permanent employees are in the 35 to 44 years of age category. As would be expected a high percentage of seasonal employees are in the up to 24 years of age category. The age categories and percentage of the work force within each category are provided in Table 5:

Table 5: Age Profile

Age	Up to 24	25 – 34	35 – 44	45 – 54	55 – 64	65 and over
Permanent	15.6%	16.8%	37.5%	16.0%	11.7%	2.4%
Seasonal	35.5%	14.5%	14.5%	14.5%	16.1%	4.9%

6.3.2. Wages

Businesses were surveyed regarding hourly wages for occupations within the floriculture industry. The average wage levels and wage ranges are presented in Table 6:

Table 6: Wages

Occupation	Entry level $/hr	Experienced $/hr	Entry Level Range $/hr	Experienced Range $/hr
Floral Designer	$6.72 (n=31)	$9.23 (n=39)	$5.65 - $9.00	$6.50 – $12.50*
Manager	$8.37 (n=4)	$9.78 (n=10)	$6.00 - $10.50	$7.00 – $13.50
Sales	$6.26 (n=19)	$7.53 (n=22)	$6.00 - $7.75	$6.00 - $12.00
Greenhouse production worker	$6.00 (n=1)	$8.50 (n=1)	N/A	N/A
Field production worker	$6.00 (n=1)	$6.00 (n=1)	N/A	N/A
Delivery/general labour	$6.00 (n=11)	$6.30 (n=11)	$5.00 - $6.50	$6.00 - $7.00
Administrative/Accounting related clerks	$6.75 (n=4)	$10.50 (n=9)	$6.00 - $8.00	$8.00 - $15.00

* unionized wages not included

Salaries for floral designers average $6.72/hour at the entry level and $9.23/hour for experienced designers. The reported salary range for entry level floral designers is $5.65/hour to $9.00/hour and $6.50/hour to $12.50/hour for experienced floral designers.

Salaries for managers average $8.37/hour at the entry level to $9.78/hour for experienced managers. The reported salary range for entry level managers is $6.00/hour to $9.00/hour and $7.00/hour to $13.50/hour for experienced managers.

6.3.3. Benefits

The floriculture businesses were surveyed regarding benefits that are provided for employees. The results are listed in Table 7:

Table 7: Benefits

Benefit	Provided	% of Sample
Employment Insurance & Canada Pension Plan	49	79.0
On-the-job training	23	37.1
Bonuses/incentive plan/commission	13	21.0
Sick leave	7	11.3
Medical/dental/disability/life insurance	7	11.3
Other	5	8.1
Tuition assistance	3	4.8
Profit sharing	1	1.6
Retirement benefits	1	1.6

Other benefits provided consist of:

- product discounts
- holiday pay
- group RSPs

6.3.4. Education Levels

Respondents were surveyed regarding the education level of permanent and seasonal employees.

33% of permanent employees report having no certificate, diploma, or degree. 47% report having a high school certificate. 20% of employees have a trade certificate, non-university certificate or diploma, a university degree, certificate or diploma. For seasonal employees 75% do not have a certificate, diploma, or degree.

The education levels of employees are summarized in charts 3 and 4:

Chart 3: Education Level – Permanent Employees

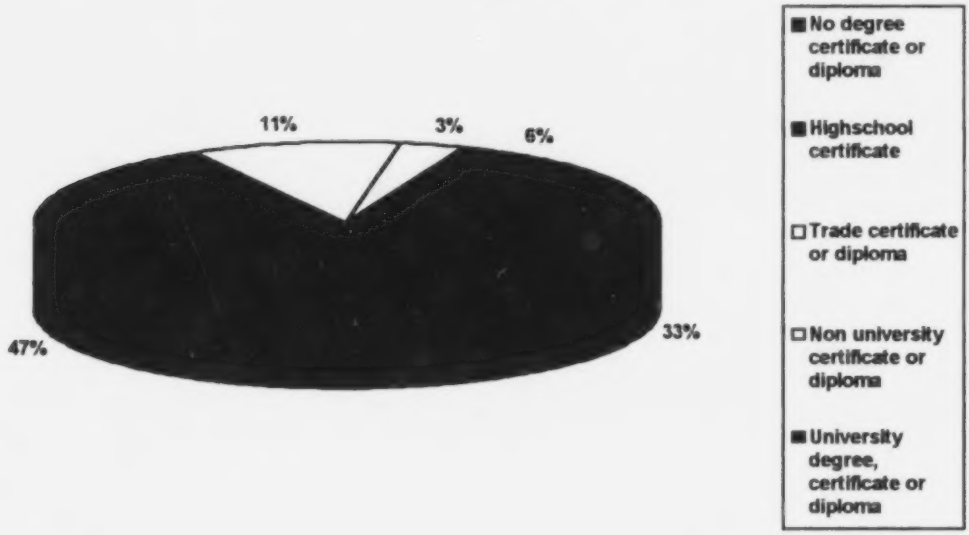
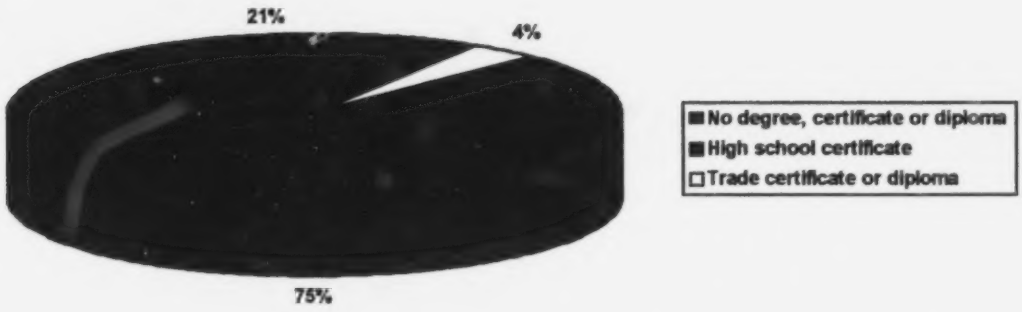


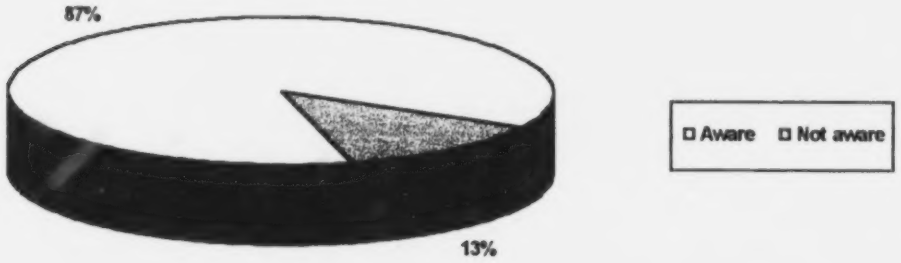
Chart 4: Education Level – Seasonal Employees



6.3.5. Flowers Canada Accreditation

87% of respondents asked indicated that they were aware of the Flowers Canada Accreditation program. Chart 5 provides a summary of the responses:

Chart 5: Awareness of Flowers Canada Accreditation Program



Respondents were surveyed regarding the number of employees having Flowers Canada Accreditation certificates. 23% of businesses surveyed report having one or more employees with at least one training level required for eventual Flowers Canada accreditation. 25% of businesses surveyed reported employees with training from other sources.

Flowers Canada reports there are four florists in Saskatchewan who are accredited. The accreditation levels are: Canadian Accredited Master Florist (1), Canadian Accredited Floral Designer (2), Canadian Accredited Floral Manager (1).

Table 8 summarizes the number of other individuals, as reported by survey respondents, who have attained at a minimum the Basic Floral Skills level. Flowers Canada provided the numbers for all of Saskatchewan.

Table 8: Flowers Canada Accreditation Certificates

Accreditation Level	Survey Respondents – Number of Certificates	Total Saskatchewan Certificates
Basic floral skills only	13	43
Basic floral skills & floral design level 1	9	18
Floral design level 2	0	0
Basic floral skills & management level 1	6	12
Management level 2	0	0

Training reported from other sources included:

- Olds College
- University of Saskatchewan
- University of Guelph
- Okanagon/Vernon
- Oklahoma City
- Europe
- FTD
- SIAST (Kelsey Campus)

6.3.6. Employment Equity

Saskatchewan floriculture businesses were surveyed regarding the numbers of female and male employees, Aboriginals[2], persons with disabilities, and visible minorities[3]. The results indicate 88.4% of the workforce are female. 2.8% of all employees are Aboriginal, 1% of the total workforce are persons with disabilities and less than 1% of the total workforce are visible minorities.

Approximately two thirds of respondents think the representation from these categories (female, male, Aboriginal, persons with disabilities, visible minorities) will remain the same over the next five years. Many of those surveyed indicated the level of experience was the determinant in hiring new employees, regardless of their status within the groups listed.

6.4 RECRUITMENT AND RETENTION

6.4.1. Recruitment

Respondents were asked to assess the degree of difficulty (1 - not difficult at all to 5 - a major difficulty) potential employees often face trying to find a job in the floriculture industry.

From an employers perspective the major difficulties potential employees often face when trying to find a job in the industry are as follows:

- must have good work ethic/willing to work
- need to have adequate numerical and literacy skills
- need proper training
- available during seasonal requirements

Competition for jobs was not considered to be a problem. The results of the survey question are presented in the following table:

[2] Includes Status Indians, Non Status Indians, Metis, and Inuit.

[3] Includes persons who, because of their race or colour, are a visible minority in Canada. This may include persons of African ancestry, Asian ancestry, Arabic ancestry, etc. This does not include persons of aboriginal ancestry.

Table 9: Difficulties Potential Employees Face

	% of Sample					
	Not at all				Major	
	1	2	3	4	5	N/A
Must have good work ethic/willing to work	4.8	8.1	6.5	14.5	61.3	4.8
Need adequate numerical and literacy skills	4.9	8.1	11.2	32.3	38.7	4.8
Need of proper training	4.8	6.5	27.4	11.3	46.8	3.2
Not available during seasonal requirements	11.3	9.7	14.5	11.3	45.2	8.0
Need experience	8.1	12.9	33.9	11.3	30.6	3.2
Cost of training for the individual	17.7	17.7	21.0	8.1	27.4	8.1
There is high competition for jobs	32.3	16.1	17.7	11.3	16.1	6.5

Other comments provided regarding problems potential employees face include:

"It is difficult because there is no training, existing training is inadequate and there is a lack of industry knowledge."

"No place to properly train new employees."

"Irregular hours of work."

"Lack of full-time work"

"Not a lot of money or hours to train seasonal employees. If could afford it would have another full time employee."

Respondents were asked to assess the degree of difficulty (1 - not difficult at all to 5 - a major difficulty) they may face when trying to recruit new employees.

The major difficulties employers face when recruiting new employees are:

- a shortage of trained labour
- a shortage of experienced labour
- a lack of proper training programs
- it is difficult to offer competitive wages

The result of the survey question are presented in the table below:

Table 10: Difficulties Employers May Face

	% of Sample					
	Not at all				Major	
	1	2	3	4	5	N/A
A shortage of trained labour	3.2	4.9	11.3	24.2	53.2	3.2
A shortage of experienced labour	1.6	4.9	11.3	35.5	41.9	4.8
A real lack of proper training programs	8.1	6.5	16.1	19.4	45.1	4.8
It is difficult to offer competitive wages	6.5	6.5	19.3	24.2	38.7	4.8
Floriculture is unknown as a career choice	11.3	14.5	19.4	25.8	22.6	6.4
Inadequate skills to serve customers	8.1	8.1	37.1	17.7	25.8	3.2
It is hard to attract employees to rural areas	17.8	4.8	16.1	9.7	29.0	22.6
Lack of work ethic	16.2	9.7	35.5	17.7	16.1	4.8
It is hard to attract employees to the industry	24.2	17.8	22.6	14.5	16.1	4.8
Do not have adequate numerical/literacy skills	24.2	21.0	24.2	11.3	16.1	3.2

Other comments regarding problems employers may face in recruiting employees include:

"Hard to find people with skills in arranging, efficiency, telephone skills, and eager to try new things."

" Programs may not be advertised enough and it is not well known that there is such a career."

"Low wage schedule."

"Many lack common sense, self confidence."

"Cannot guarantee a full-time job."

"It is seasonal, cannot offer full-time year round employment."

6.4.2. Recruitment Methods

Survey respondents were asked to provide the methods they used to recruit employees and to rate the effectiveness of those methods. The findings indicate the most effective means of recruiting new employees was by word of mouth. Other methods such as newspaper advertisements, employment centres and agencies were rated as moderately effective.

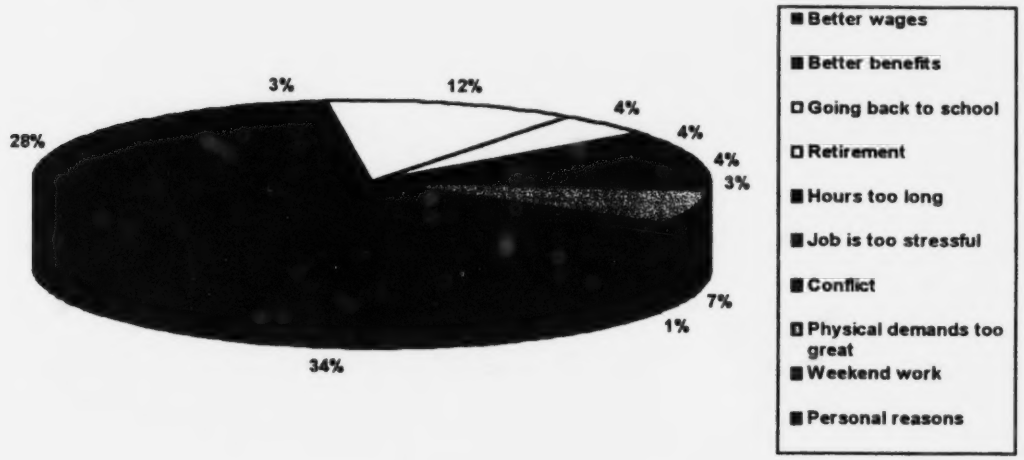
6.4.3. Turnover

Turnover of employees in the floriculture industry does not appear to be a major issue. 87.5% of businesses who responded (n=56) indicated employee turnover in their business was not considered to be an issue.

In the last year most turnover was the result of voluntary leave. 80% of all employees who left the business left on a voluntary basis. Terminations (8%), lay-offs (9%), and retirements (3%) account for the balance of turnover activity.

Personal reasons were the most common explanations given by employees when leaving. The chart below outlines the responses:

Chart 6: Reasons for Leaving



Employers indicated that the time and money spent training employees who then left was a concern. Some additional comments were:

"Consider retail as a bridge to something else. Wages are a problem."

"They come in not knowing the details and how hard they must work. Want better wages."

"A combination of work load and benefits."

6.5 SKILL REQUIREMENTS AND TRAINING

Respondents were asked what skills entry level occupations require and what skills they lack. The following tables provide a list of skills required by existing employees and skills that existing employees are often lacking:

Table 11: Floral Designer Skills

Skills Required – Floral Designer	Skills Lacking
Basic design skills	Mechanics of floral arrangements
Artistic eye, perception, visual skills	Professional attitude
Knowledge of colors	Knowledge of flowers, industry
Creativity, imagination, adaptability	Design skills, creativity
Plant care, handling, and identification	Technique, knowledge, speed, work ethic
Retail skills	Numerical and literacy skills
Understand customer needs	Product knowledge
Personable, good communication skills	Communication and sales skills
Talent, speed, ability to follow instructions	

Table 12: Manager Skills

Skills Required – Manager	Skills Lacking
Accounting, inventory control	New product techniques
People skills, customer service/sales skills	Problem solving skills
Computer skills	
Knowledge of floral business	
New product techniques	
Problem solving skills	

Table 13: Sales Skills

Skills Required – Sales	Skills Lacking
People/sales skills	People skills
Communication skills	Professional attitude
Organizational skills	Product knowledge, sales techniques
Telephone skills	Numerical, cash register skills
Product knowledge	
Numerical, cash register skills	

Table 14: Administrative and Accounting Skills

Skills Required-Administrative & Accounting Related Clerks	Skills Lacking
Invoicing and computer skills	Industry knowledge
Accounting skills	
Industry knowledge	

Table 15: Delivery/General Labourer Skills

Skills Required – Delivery/General Laborer	Skills Lacking
People skills	People skills
Initiative, work ethic	Work ethic
Numerical and literacy skills	Numerical and literacy skills

6.5.1. Formal Entry Level Training

Formal entry level training in the floriculture industry is currently not available in Saskatchewan. Respondents were asked to identify the areas that need to be addressed. 67.2% of those who responded identified design training as an area that needs to be addressed. The following table summarizes the major training areas identified:

Table 16: Training Requirements – Formal Entry Level

Type of Training	Number	% of Responses
Design training	39	67.2
Flower/plant care/identification/handling	17	29.3
Sales skills/sales	17	29.3
People skills/working with public/customer service	12	20.7
Horticulture	7	12.1
Industry awareness	4	6.9
Accounting/numerical	3	5.2
Management training	3	5.2

6.5.2. Upgrading Courses and Seminars

Respondents were asked to identify the type of training required in upgrading courses and seminars. 70% of those who responded identified new designs/specialization as an area that needs to be addressed. The following table summarizes the major areas identified:

Table 17: Training Requirements – Upgrading Courses/Seminars

Type of Training	Number	% of Responses
New design/specialization	21	70.0
New techniques	6	20.0
New products	5	16.7
New trends	3	10.0

Additional suggestions included:

- employee relations
- marketing
- technological changes
- merchandizing/displays

6.5.3. Refresher Courses and Seminars

Respondents were asked to identify the type of training required in refresher courses and seminars. Many of the training areas identified were similar to those mentioned for upgrading courses and seminars, particularly as related to design basics, styles, and new techniques. 36.6 % of those who responded identified new designs as an area that needs to be addressed. The following table identifies the main areas identified:

Table 18: Training Requirements – Refresher Courses/Seminars

Type of Training	Number	% of Responses
New design	11	36.7
New techniques	6	20.0
New products/flowers	5	16.7
General review	4	13.3
General plant care	3	10.0
What is new and different	2	6.7

Additional areas suggested included:

- economics of designs and arrangements
- seasonal items
- any changes in standards, quality up-grades
- hands on demonstrations
- visual designs and display trends
- testimonials, how problems are solved (support group)

In general, refresher courses are considered the source of information on new products, new design techniques, industry changes, including technology changes.

6.5.4. Difficulties in Achieving Training Objectives

Respondents were asked to identify the three main difficulties they face in achieving their training objectives. The three main difficulties identified were: distance to training institutions, lack of training in the province and, lack of time. Table 19 provides a summary of all responses:

Table 19: Difficulties in Achieving Training Objectives

	Number of Responses	% of Sample
Distance to training institutions	35	56.5
Lack of training in the province	25	40.3
Lack of time	20	32.3
Cost of tuition and books	13	21.0
Lack of resources	10	16.1
Cannot afford to take people off the job for training	10	16.1
Logistics of scheduling training sessions	5	8.1
Availability/capability of in-house expertise	4	6.5
High percentage of seasonal workers	3	4.8
Lack of awareness about training options/programs	2	3.2

Additional difficulties included:

- replacing owner when away training
- lack of quality programs to attend
- timing of courses

6.5.5. Training Delivery

Respondents were asked what they thought was the best way to deliver training to employees. 80% of respondents chose a combination of internal and external training for formal entry level training. Although findings indicate that internal training is sometimes chosen for upgrading and refresher training, a greater proportion of the time when given the choice, external training is chosen. In all cases a combination of external and in-house training was the preferred delivery mechanism. Table 20 provides the responses to various options to provide training:

Table 20: Training Delivery

Type of Training	% Choosing External Training	% Choosing Internal Training	% Choosing a Combination
Formal entry level	5.3	14.0	80.7
Upgrading	28.6	7.1	64.3
Refresher	34.5	16.4	49.1

6.5.6. Training Currently Being Provided

In most cases businesses are currently involved in training employees. Only 8.1% of respondents report that no training is currently being provided. Table 21 provides a breakdown of the training that is currently provided:

Table 21: Training Currently Being Provided

	Number of Responses	% of Sample
On-the-job training of new employees	41	66.1
Seminars at meetings/conventions	36	58.1
Refresher to prepare for accreditation exam	5	8.1
No training presently being undertaken	5	8.1
Formal upgrading to ensure currency and competitiveness	3	4.8

Other sources of training were reported as follows:

- open houses in Saskatoon
- staff meetings
- literature

6.5.7. Importance of Training

Respondents were asked to choose the three most important types of training they thought were necessary. Formal entry level training was considered the most important type of training. The second most important type of training was a national core curriculum for floral designers and managers followed by upgrading training.

6.6 INDUSTRY TRENDS

6.6.1. New Occupations or Dramatic Changes to Existing Occupations

Respondents were unable to provide detailed information regarding any anticipated new occupations or changes to existing occupations. There was a suggestion there may be less emphasis on the creative aspect of designing and arrangers will need to be able to copy designs with efficiency and speed. There was an additional suggestion that businesses may expand into retailing other products.

6.6.2. Impact of Technology

29% of those who responded cited the Internet (ordering/web pages) as having the greatest impact on their business in the next five years. An additional 20% indicated computers and training in the use of computers would be required. 22% of those who responded do not expect technology to have an impact on their business in the next five years.

In most cases respondents plan to cope with these changes on a gradual basis including on-the-job training.

6.6.3. Skill Needs

Respondents were asked whether employee skills, exclusive of technological changes, would stay the same, become more generalized or more specialized over the next five years. A majority of respondents (47%) reported they thought the skills employees required would remain the same over the next five years. A summary of the responses is shown in Chart 7 below:

Chart 7: Skill Needs of Employees

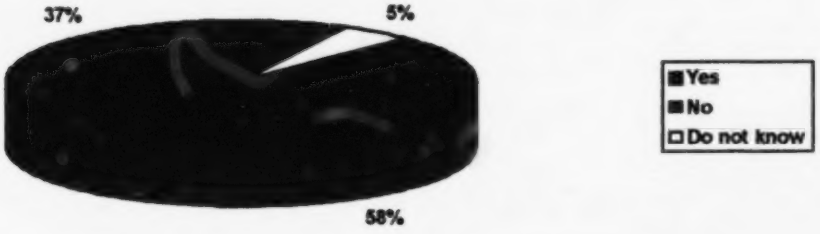
Respondents who stated skills would be more generalized indicated employees would need to know more about all aspects of the business. In one case the respondent suggested there will be a greater need to copy a catalogue item and therefore occupations will be more generalized.

Respondents who predicted occupations will become more specialized suggested a greater need to promote specialization i.e. the need to offer something different or unique. They also indicated there would be a greater reliance on computer technology.

6.6.4. Globalization

Respondents were asked if globalization was affecting their business. 58% of those who responded indicated globalization was affecting their business. Chart 8 outlines the responses regarding the effect of globalization:

Chart 8: Does Globalization Affect Your Business?



Some of the changes in business as a result of globalization are reported as:

"Increase in foreign orders."

"Get orders from many countries. More tropical/exotic flowers and plants requested."

"People have better knowledge of flowers from other areas and are asking/demanding more selection."

"Easier to get fresh product, more varieties available at competitive prices."

"Increase in telephone orders, easier for customers to directly place orders."

"Exporters have better access to customers. Many are by-passing the wholesale and are trying to get to retailers and end users."

"World is getting smaller. Smaller shops can play internationally and source product internationally. Consumer is more educated."

6.6.5. Other Factors

Respondents were asked if there were any other factors affecting their business, the industry, employees, or labour markets. The following responses were provided:

" Hospital strikes cut down on business. General condition of the economy."

"Work ethic, attitude has changed; people do not want to work full time for low wages."

"Disparity between large and small shops; small shops should have access to the same resources."

"After training someone they move on, or open in competition."

"Trained staff are extremely mobile, can likely find work wherever they want to go. Low capitalization means they can work out of their home."

"There are more and more "big box" companies coming into Canada and not only are they raising expected pay they are devaluing our product by offering low-end cheap products, family run businesses have to work harder to survive. Customer loyalty is declining and more and more customers are willing to jump around just to save pennies."

6.7 TRAINING OPTIONS – AWARENESS AND ASSESSMENT

Businesses were asked if they would support the Flowers Canada initiative to develop a curriculum for the retail florist based on their national Accreditation Exam program. 80.6 % of respondents support Saskatchewan as a location to pilot modules. A summary of the responses is listed in Table 22 below:

Table 22: Flowers Canada Initiative

Option	Number of Responses	% of Sample
Promote Saskatchewan as location to pilot modules	50	80.6
Allow employees access to take modules	46	74.2
Contribute evaluation feed back on the curriculum	41	66.1

Respondents were asked a number of general questions regarding their involvement with Flowers Canada. 60 % of respondents reported they were members of Flowers Canada. Of those who are members 44% use a member benefit program, 81% have attended a regional meeting, and 28% have attended a national convention.

7.0 INDUSTRY VALIDATION

Key findings from the survey were identified and presented to the Steering Committee. The key findings were then presented to employee and employer focus groups for discussion. In total, employee focus groups were held in Regina and Saskatoon respectively and employer focus groups were held in Regina, Saskatoon, and Prince Albert. Due to the limited number of businesses from which to draw focus group participants the results of the focus groups are presented in a single employee and employer section.

7.1 EMPLOYEE GROUPS

7.1.1. Awareness of Flowers Canada Accreditation Program

The range of employment in the industry was wide, from employees with less than one year of experience to over those with over twenty years of experience. All employees were aware of the Flowers Canada Accreditation program with a limited number having taken some of the accreditation levels.

7.1.2. Recruitment and Retention

Employees were asked a series of questions regarding difficulties employees may have in obtaining employment in the floriculture industry. Generally the responses were very similar to those obtained in the industry survey. For both focus groups the need for a good work ethic/willing to work was considered of major importance. Need of proper training was rated a major concern by the Saskatoon group and somewhat less important by the Regina group.

The employee groups were also asked to provide their opinions regarding difficulties employers may face in recruiting new employees. The major difficulties identified were: a lack of proper training programs; a shortage of experienced and trained labour; and floriculture is unknown as a career choice. The responses from the employee focus groups were similar to the results obtained from the industry survey. One additional concern provided by the focus groups was the lack of work ethic, which they indicate is more evident now than in previous years.

Respondents generally regard turnover in the industry to be limited. Most people who work in the industry tend to stay for long periods of time even though wages are considered to be non-competitive with some of the other retail industries.

7.1.3. Skill Requirements and Training

Employees recommend that some form of formal training needs to be in place and needs to be accessible to those in the industry. Based on the wage levels it is very difficult to justify moving out of the province, for example to Olds, Alberta to take training. Employees believe there is a need to provide training in the care, handling, and identification of plants, and basic floral design. There is also a recognized need to provide some training in retail sales/customer service.

Employees reported the best way to provide training would be through a combination of in-house and external training.

7.1.4. Industry Trends

Employees believe the Internet and computer technology will have a significant effect on the floriculture industry. There is an increase in foreign orders and requests for new and exotic plants/flowers is increasing. Some employees suggest computer training will also be required.

Some additional comments provided by employees were:

"People have to go someplace else for training – how many come back?"

"People from Saskatchewan very seldom come back when they go elsewhere for training."

"Saskatchewan really needs a program to stop its' people from leaving the province."

"There needs to be a standard level because there are so many people out there with no training. There needs to be uniform training so that everybody gets the basic care and handling and know what they are doing. Just for the sake of the industry."

7.2 EMPLOYER GROUPS

7.2.1. Awareness of Flowers Canada Accreditation Program

All employers indicated they were aware of the Flowers Canada Accreditation program. In many cases employers cited the need for potential employees to exhibit interest and initiative as more important than having an accreditation certificate or indicate a willingness to study for accreditation.

7.2.2. Recruitment and Retention

There was a general feeling that potential employees are unaware of opportunities within the industry. While the need for proper training is considered important for prospective employees looking for a career in the floriculture industry it was recognized there is no formal training in the province. Most employers would train the individual provided they have the work ethic and initiative. Most employers considered the cost of training an individual to be of major importance, and rated it more highly than those in the in the industry survey.

A good work ethic/willingness to work was considered to be of major importance for someone looking for a job in the industry.

The employer groups rated the need for a good work ethic, experience, and lack of proper training programs as major difficulties in recruiting new employees. There was a general feeling that competition for jobs, literacy and numerical skills were of somewhat lesser importance.

Some employers commented on the fact many people are not aware of the physical demands of working in the floriculture industry. While there is a talent required potential employees need to be aware of the physical demands of the job.

7.2.3. Skill Requirements and Training

The employer groups all indicated formal entry level training should be a combination of classroom (external) training and in-house training or experience. There was considerable support for a graduated level of training where a combination of classroom and in-house training would be carried out over a period of time. Each subsequent level would provide training beyond the basic training in plant care and identification, floral design, etc. Additional needs identified included customer service training and the basics of operating a floral shop.

Those who responded indicated upgrading training could best be provided by a combination of in-house and external training. This was consistent with the findings from the industry survey. Most employers reported refresher training is obtained from external sources.

7.2.4. Industry Trends

Some employers indicated the Internet and computers would have an impact on their business. Overall results were similar to those in the industry survey where there was only a modest response to changes in the industry due to technology.

Respondents do not think there will be a substantial change in the skills required in the industry. Most respondents indicated skills would remain the same over the next five years.

7.2.5. Employment Projections

Employers were asked if additional floral designers would be hired if there were an available pool of trained designers. Some employers indicated immediate opportunities for trained floral designers in their businesses. There was also an indication of a need for part-time floral designers for the peak seasons in the floriculture industry.

8.0 KEY FINDINGS

The purpose of presenting key findings is to provide an overview of the industry by summarizing the results of the telephone survey. These findings are helpful in determining those areas that require further consideration and validation so they can be reviewed in the focus groups.

The key findings summary is presented under the same headings as the telephone survey.

8.1 COMPANY INFORMATION

The largest percentage of companies surveyed (88.7%) operate a full service florist shop.

The population of the trading areas served was equally split between those serving under 10,000 and those serving over 10,000.

With respect to the number of employees 87% of companies surveyed employ fewer than 10 people.

A majority of respondents (87%) indicated they were aware of the Flowers Canada Accreditation Program. The Accreditation Program is a national testing program for retail florists and distributors. The program provides workshops and exams that progressively challenge a persons knowledge of floriculture operations and practical design skills. Successful completion of the various levels leads to the designation as Canadian Accredited Floral Designer, Canadian Accredited Floral Manager and, ultimately, Canadian Accredited Master Florist.

8.2 EMPLOYMENT PROJECTIONS

There was difficulty in obtaining projections for a number of job occupations. Nearly all the respondents employ people who perform a variety of job functions and, therefore, could not provide projections for growth for specific occupations.

The floral designer occupation was the only occupation that respondents could identify separately and there was a 33% increase in full time positions projected within the next five years.

8.3 EMPLOYEE PROFILE

In terms of age of employees, 53.5% of permanent employees are between 35 and 54 years of age. 70.3% of permanent employees are between the ages of 25 and 54 years compared to the provincial average of 52%. 14.1% of employees are aged 55 or older compared to 30% for the provincial average. For seasonal employees 35.5% are 24 years of age or less compared to the provincial average of 19%.

The average wage for entry level employees ranged from $6.00 to $6.75 per hour for all positions except the manager/owner category. The average wage range for experienced workers was from $6.00 to $10.50 per hour.

79% of businesses surveyed provide the normal required benefits of Employment Insurance and Canada Pension Plan contributions.

With respect to education and training levels 47% of permanent employees have at least a high school certificate. An additional 20% of permanent employees have some additional educational qualifications. For seasonal employees 25% have a high school certificate or additional educational qualifications.

In terms of accreditation through the Flowers Canada Accreditation Program 23% of surveyed businesses reported having an employee with at least one level of accreditation, while 25% of the businesses indicated their employees had certificates or training from other institutions.

Females accounted for 88.4% of the workforce in the sample.

Aboriginals make up 2.8% of the workforce in the industry compared to the provincial average of 4%. Visible minorities make up less than 1% of the workforce compared to the provincial average of 3%.

8.4 RECRUITMENT AND RETENTION

Slightly more than 61% of employers indicated a good work ethic was a key criteria for those seeking employment in the industry. Only 16.1% of respondents rated the lack of a good work ethic/willing to work as a major problem with employees.

For employers the greatest difficulty in recruiting new employees was due to a shortage of trained labour. 53.2% rated the shortage of trained labour as a major difficulty.

Word of mouth was identified as the most effective means for employers in recruiting new employees.

Slightly more than 87% of businesses surveyed indicated employee turn over was not a problem. In the last year 80% of turnover was the result of leaving voluntarily with personal reasons cited as one of the most common reason for leaving.

8.5 SKILL REQUIREMENTS AND TRAINING

The results of the survey indicate some current employees are lacking in a number of skills. Design mechanics, creativity, product and industry knowledge, communication and sales skills were identified as the main areas where skills are lacking.

Floral design was identified as an area where the greatest need for formal training is required. 67.2% of respondents surveyed identified this area as an area that needs to be addressed.

New design and specialized design techniques were the most common upgrading and refresher training requirements.

Sl atly over 56% of the respondents indicated that distance to out of province training in utions was the main difficulty in achieving their training objectives. Just over 40% cited the lack of training in the province to be the main difficulty in achieving their training objectives.

A combination of external and internal training was selected, by the majority of respondents, as the preferred method for the delivery of training. This was followed by the use of the external training option for upgrading and refresher training.

On-the-job training of new employees was the choice of 66.1% of those surveyed as to the type of training currently being provided.

The most important type of training identified by respondents was formal entry level training. 80.7% of respondents indicated formal entry level training should be provided through a combination of external (classroom) and internal (work based) training.

8.6 INDUSTRY TRENDS

The Internet and computer technology are the two areas identified by respondents as having an impact on their business.

Respondents did not see any significant changes to the existing occupations or any new occupations emerging in the industry.

In terms of skill needs, 47% of those surveyed expected the skills employees require to remain the same over the next five years. 32% of respondents anticipate the skill requirements of employees will need to be more specialized over the next five years thereby being able to offer clients different or unique products.

Of the 58% of businesses who responded that globalization is having an effect on their business, increased foreign orders, higher prices, easier access to product, and increased telephone orders were cited as examples.

Other factors identified as affecting their business were health industry labour strikes, low wages, disparity between large and small shops, and training.

8.7 AWARENESS AND ASSESSMENT

Flowers Canada is in the preliminary stages of designing training modules for the floriculture industry. Slightly more than 80% of those surveyed supported the need to promote Saskatchewan as a location to host delivery of Flowers Canada pilot training modules.

60% of businesses surveyed reported membership in Flowers Canada.

9.0 OCCUPATIONAL SKILL SETS

9.1 INTRODUCTION

The following provides an overview of information gathered through the interview process on the technical skill requirement and essential skills, which are the foundation skills needed to perform technical skills.

The findings in no means represent a validated and approved occupational analysis of the job functions performed by employees in the floriculture industry of Saskatchewan, but rather a general and summative analysis.

As indicated in the survey results, Saskatchewan floriculture businesses are relatively small in size. In fact 87% of the businesses surveyed employ fewer than 10 employees and of those, 64.9% employ 3 to 5 people. As a result of these businesses being small, employees are often performing the duties of more than one occupational skill set. This makes it difficult to discern which employee performs which job function.

The following outlines the main skill sets required for each occupation surveyed and are in no way deemed complete, but they will form the basis by which the floriculture industry in Saskatchewan can begin to establish and develop occupational standards.

The research has shown there are two main occupational groups that are easily identifiable, they are:

1. floral designer,
2. floral manager/owner.

In addition, but most often found in the larger businesses are the following occupations:

1. sales people,
2. accounting and administrative, as well as
3. delivery/general labourers.

9.2 GENERAL AREAS OF COMPETENCE, TASKS/SKILLS AND KNOWLEDGE REQUIREMENTS

This section lists the general areas of competence within tasks, skills and the knowledge required for the floral designer occupational grouping, which is the priority occupation for the industry.

Again, this is not a comprehensive listing. In order for a complete and valid occupational analysis to be conducted, a more formal process is required. This process will be outlined later in this section which will provide the floriculture industry a mechanism to establish standards.

9.2.1. Floral Designer

Table 23: Proper Care and Handling

Tasks/Skills	Knowledge
Identify the differences between healthy and unhealthy flowers, foliage and plants Undertake care of the flowers, foliage and plants to ensure lasting qualities Communicate with owner/manager or supervisor Predict potential problems with flowers, foliage and plants Ensure availability of the proper supply of items to care for the flowers, foliage and plants Apply proper balance to reflect proportion and unity in each arrangement	Knowledge of botany, insects and plant disease Knowledge of sciences such as refrigeration and effects of temperature; water and the effects of salts, fluoride, preservatives, lighting, etc. Knowledge of the techniques required to care for flowers, foliage and plants Knowledge of company procedures Knowledge of equipment

Table 24: Perform Floral Design and Arrangements

Tasks/Skills	Knowledge
Identify the different design styles Arrange the different floral designs Utilise the various techniques, tools and equipment to create the arrangements Identify the various materials used in floral design and arranging Optimise use of flowers, foliage and plants to reduce costs Ensure proper visual presentation in display and merchandising Apply the proper techniques for creating floral designs	Knowledge of pigment and prismatic theories as well as application of colours Knowledge of the history of floral design Knowledge of industry terminology Knowledge of different cultural customs and traditions Knowledge of preservation techniques Knowledge of tools and mechanical design aids Knowledge of costing and pricing Knowledge of the various products (flowers, foliage and plants) used in arrangements and how they can be best utilised

Table 25: Manage Material Resources, Information, Records and Systems

Tasks/Skills	Knowledge
Implement inventory procedures and the proper controls required to ensure optimum usage Ensure that quality control checks are performed Optimise use of company space and facilities Maintain proper records of shipments and supply Report any problems to manager/owner or supervisor Plan for special events, occasions and holidays well in advance Maintain files Utilise various operating systems Perform equipment operations such as proper refrigeration Suggest improvements to the quality of resources, records and systems	Knowledge of company's various systems Knowledge of quality control procedures Knowledge of equipment Knowledge of sources for troubleshooting or emergency measures Knowledge of shipping devices

Table 26: Provide Service to Customers

Tasks/Skills	Knowledge
Ensure customer satisfaction Take orders over the phone Respond to customer inquiries Provide comments and suggestions to a customer in an appropriate manner Operate cash systems	Knowledge of the customer's needs and expectations Knowledge of the circumstances of the arrangement Knowledge of pricing and financial systems Knowledge of products and arrangements

Table 27: Communicate Effectively

Tasks/Skills	Knowledge
Apply active listening techniques Identify and address barriers to effective communication Provide verbal and written information and/or instructions Use language and terminology appropriate to the floriculture industry Provide clear and concise information, explanations and directions Work as a team Coach colleagues on new methods and techniques	Knowledge of active listening techniques Knowledge of communication techniques Knowledge of communication tools Knowledge of writing techniques Knowledge of industry jargon

Table 28: Demonstrate Personal Attributes

Tasks/Skills	Knowledge
Demonstrate professionalism Exercise leadership in a team context Manage multiple tasks Utilise time effectively Demonstrate initiative Promote positive image Demonstrate a sense of humour Demonstrate dedication and commitment	Knowledge of company policies and procedures Knowledge of personality types Knowledge of time-management techniques Knowledge of professionalism Knowledge of stress management techniques Knowledge of leadership styles and techniques

9.2.2. Essential Skills – Floral Designer

While the occupational skill sets outline the technical requirements for the floral designer function, the essential skills outline the foundation skills that enable a floral designer to perform the technical skills required.

The most important essential skills for floral designers are:

- oral communication
- problem solving
- numeracy
- job task planning
- organizing

10.0 RECOMMENDATIONS

The following recommendations are based on the results of the research completed.

10.1 Training Needs

Presently there is no formal entry level training for the industry. Training accessibility is an issue for most businesses with on-the-job training currently being provided to many employees. There is a general perception that if people leave the province to obtain training they do not return to the province to work.

Recommendation: Industry, SIAST, and other training providers need to partner to develop and deliver training to the Saskatchewan floriculture industry.

➢Strategy: In order to develop a training program to meet the needs of the industry the sector partnership will work with SIAST and other training providers to develop a training program.

➢Strategy: The preferred method of training by businesses is a combination of external and internal training. The training program should include a combination of these types of training to meet the needs of many smaller operations where employees cannot be absent for extended periods of time.

➢Strategy: Training needs to be accessible to businesses throughout the province. Mechanisms need to be put in place so that training may be accessed in smaller centres. Delivery could be provided by regional colleges and by existing distance training methods.

➢Strategy: There is strong support by industry to promote Saskatchewan as a location to pilot training modules currently being developed by Flowers Canada. The training modules could be used to enhance and build on training developed within the province.

➢Strategy: Future training needs to be integrated with and build on existing training that is now provided by organizations such as Flowers Canada seminars, meeting seminars and shows provided by wholesalers and service providers.

➢Strategy: Due to the lack of formal training employers, especially new entrants into the industry, need to have access to training information. Industry needs to develop an employer's guide, or fact sheet, to assist employers in developing a training schedule for existing and new employees.

10.2 Recruitment and Retention

Floriculture is often not considered by those who are beginning their careers in the Saskatchewan workforce. Starting wages are usually at the minimum wage level but may be expected to increase once experience is gained. Many employees are committed to the industry, enjoy the rewards of working in the industry, and tend to stay in the industry for extended periods.

Recommendation: Industry in Saskatchewan will promote floriculture as a career to address recruitment issues in the industry.

➢Strategy: Industry needs to promote the industry in Saskatchewan to attract new employees to meet the future needs of businesses.

➢Strategy: Flowers Canada provides Floral Design Levels 1 and 2 training during Hort Week at the University of Saskatchewan. Industry also needs to capitalize on the opportunity to promote the industry during Hort Week.

➢Strategy: Training courses that are developed could be a means of assisting students to obtain the accreditation levels offered through Flowers Canada. This would eventually result in a workforce with a higher level of accreditation and assist in promoting a higher level of professionalism within occupations in the industry.

➢Strategy: A process needs to be put in place to promote floriculture as a career opportunity in high schools, particularly where floriculture courses are presently being taught.

Recommendation: Industry needs to identify and work with Aboriginal organizations, including training providers, to develop and foster partnerships with the mutual objective to develop a representative workforce.

➢Strategy: A process needs to be put in place to promote floriculture as a career opportunity to Aboriginal students. Industry should work with Aboriginal organizations, including training providers, to develop strategies to promote and enhance career opportunities in the industry.

10.3 Communication Strategy

Recommendation: The sector partnership needs to develop a communication strategy to present the results of the sector partnership study and promote the industry in Saskatchewan.

➢Strategy: To reach a large percentage of floriculture businesses the report will be presented at the annual Flowers Canada conference in Saskatchewan and at other conferences/meetings throughout the year.

➢Strategy: A news release should be developed to increase awareness of the industry in Saskatchewan and promote the need for training.

➢Strategy: Copies of the executive summary will be sent to all the floriculture business identified during the sector partnership study.

10.4 Sector Partnership

Recommendation: Industry needs to continue working together to identify and address training and human resource issues.

➢Strategy: The sector partnership has a role to play in promoting the industry, fostering growth, and attracting new members to the industry.

➢Strategy: The sector partnership should promote Saskatchewan as a site for Flowers Canada training modules.

11.0 Next Steps

The following next steps are planned for the Floriculture Sector Partnership:

- The sector partnership will communicate the results of the sector partnership report. Copies of the executive summary will be sent to all floriculture businesses identified during the course of the study.

- The sector partnership in partnership with SIAST, other training providers, and Flowers Canada will:

  - work to develop or modify training programs to meet the design needs of the floriculture industry;

  - work to develop or modify business and marketing courses to meet the needs of the industry as identified in the occupational skill sets.

- The sector partnership will undertake a review of existing floristry training programs such as those offered by: Olds College; Kwantlen University College; Algonquin College; Conestoga College; Humber College of Applied Arts and Technology; and Seneca College. This process will include exploring opportunities for SIAST, other training providers, or industry to broker existing training courses from a training institution.

- The sector partnership will share the results of the study with Flowers Canada. The results may be used to validate industry needs, develop and test curriculum in support of Flowers Canada Accreditation across the country.

- Strategies will be developed to encourage employees to take part in the Flowers Canada Accreditation Program.

- The sector partnership will work with Saskatchewan Education to develop a process to promote floriculture as a career opportunity within the school system. Opportunities to promote or market the industry will be explored in conjunction with curricula being taught within the school system.

- The sector partnership will work to develop and foster partnerships with Aboriginal organizations, including training providers, to promote career opportunities in the industry.

- The sector partnership will develop strategies to address recruitment issues in the industry.

- The Steering Committee will continue to work together to sustain the Floriculture Sector Partnership.

12.0 APPENDICES

APPENDIX A: LITERATURE REVIEW

LITERATURE REVIEW

INTRODUCTION

The floriculture industry is comprised of the commercial cultivation and sale of ornamental and flowering plants. Today's floriculture crops include bedding plants, foliage plants, potted flowering plants, cut flowers and greens. Canada's floriculture industry is growing rapidly, between 1988 and 1997 sales of cut flowers, potted plants, cuttings and other propagating material increased by 107%. Sales have increased an average of 10.7% over 10 years, $403 million in 1988 to $834 million in 1998.[4] But the demand for floriculture products such as cut flowers and bedding plants have remained seasonal. Traditionally, cut flower sales peak around holidays, such as Valentine's Day and Mother's Day. For example in 1997, in the two weeks prior to Mother's Day, Ontario flower growers made 7.5% of their entire sales for the year.

International Marketplace

Flowers are grown and exported today on a global scale. Countries with the largest export markets include Netherlands, Columbia, Kenya and Israel. Others such as India, South Africa, Ecuador and Malaysia have identified the market potential and have also begun investing in the industry. Today's distribution channels utilize state of the art technology to enable the consumer to receive the freshest product possible. Special refrigerated lorries and aircraft are used, and flowers sensitive to water deficiencies are packed with individual water picks. Obviously the less time flowers spend in transit, the longer the customer has to enjoy them. Potted plants, because of their weight are usually marketed over shorter distances and for the most part domestically.

Good portions of commercial floriculture crops are produced in some type of container. There are also crops however, which are grown in fields and are exposed to full sun for a period during their production. The major floriculture crops grown in-ground over an extended period of time are cut flowers and greens. Production problems common to in-ground floriculture crops include excessive wind and rain and freezing temperatures.

[4] Anonymous, *All about Canada's floriculture, nursery and Christmas tree industry...at a glance,* Agriculture and Agri-Food Canada Website, 1999.

Government Regulation

The spread of disease through the transportation and sale of live plants and bulbs to is a concern to importing countries. Canadian exports are required to hold a phytosanitary certificate, and these goods are generally checked at the border or port of entry. U.S. imports are regulated by "Quarantine 37", which limits imports of floral crops grown in soil, seeds, bulbs and other plant materials.[5]

Research and Development

Unfortunately there isn't a national promotion or levy program in this industry at this time. To compensate, Flowers Canada in Ontario has placed a voluntary "research assessment" levy on their members. This strategy was developed to sustain $2.7 million in floriculture research projects over the next three years by collecting the industry's portion of the Agriculture and Agri-Food Canada's Matching Investment Initiatives.

Technology's Impact

Technology plays a role in three major aspects of this industry, the development of new varieties of flowers and plants, the production and cultivation of products and the delivery methods to which these products reach wholesalers and distributors. Major factors which drive technological change within this industry include globalization and foreign competition, labour issues, the need to reduce operating costs, and constant pressure to improve product quality and consistency.

North American Market Trends

According to the American Floral Endowment Consumer Tracking Study, of the money consumers spend in the floriculture industry, 48% is outdoor bedding and garden plant purchases. Other areas include:

Table 29: Consumer Spending Patterns

Items Purchased	% Sold
Outdoor bedding/garden plants	48%
Cut flowers	28%
Flowering houseplants	15%
Green plants	9%

Source: American Floral Endowment Consumer Tracking Study, September 1997- August 1998. Does not include business purchases.

[5] Market Development Branch, *Greenhouse and Nursery Products, Industry and Market Study*, Saskatchewan Agriculture and Food, March 1992.

Women are making 79% of the overall purchases. Of the cut flowers purchased, 67% are sold to women, while men purchase 33%. Of the consumers who purchase products from the floriculture industry, 35% of these are purchased as gifts, and 65% for themselves. Cut flowers are purchased as gifts 70% of the time.

Cut flowers and foliage plants are becoming increasingly popular for everyday use. The stable to moderate increases in growth within the floriculture industry is reflected by the current "nesting trend". This trend includes increased housing starts and resale, with an increased use of plants in the home and workplace. As baby boomers are ageing and have more disposable income, their interest in gardening and home will have a significant impact on the floriculture industry.

When looking at the following table, it is interesting to note how these trends are impacting today's market. Of the 85% of consumers who are purchasing for non-calendar occasions, 51% stated these products were for no special occasion in particular, and an additional 19% were buying these items specifically for home decoration.

Table 30: Consumer Buying Patterns

Reason for Buying		% Sold
Calendar occasions		15%
Christmas/Chanukah	30%	
Mother's Day	26%	
Easter/Passover	17%	
Valentine's Day	16%	
Thanksgiving	4%	
Non-calendar occasions		85%
No special occasion	51%	
Home decoration	19%	
Birthday	6%	
Anniversary/Love	4%	
Sympathy/Funeral	4%	
Get Well	3%	
Total		**100%**

Source: American Floral Endowment Consumer Tracking Study, September 1997- August 1998. Does not include business purchases

A consumer research project[6] in Ontario indicated flowers are given more frequently as gifts than for any other special occasion. (21% of respondents); occasion purchases represent 41% of purchases in aggregate.
Another important industry trend is colour. Trends in colour often closely follow current colour trends in the women's fashion industry. It is believed 80% of plant selection is based on colour.[7]

[6] Barrow Communications – Consumer Research Project – Flowers Canada (Ontario), November 1997.

[7] Marketing Development Branch, *Greenhouse and Nursery Products, Industry and Market Study*, Saskatchewan Agriculture and Food, March 1992.

Industry members are targeting individuals with disposable income to spend on making their environment a more beautiful place. Demographically speaking, this is generally married couples, as they spend more time gardening than single individuals. Often married people with two incomes have more disposable income to spend. While both the wife and husband share gardening duties, the majority of women make the colour and plant selections.

THE CANADIAN FLORICULTURE INDUSTRY

The floriculture industry in Canada was established in part by two unique sets of immigrants. Those from Holland who specialized in cut flower production and Asian immigrants who specialized in growing ornamental flowers. Today, the floriculture industry is one of Canada's fastest growing agricultural sectors and represents 21.2% of the total horticulture production in Canada.

Sales and Production

Greenhouse floriculture is responsible for 21.2% of the nation's horticulture production. In 1990, Ontario produced more than 50% of the 476 million dollars generated from this sector.

Table 31: Floriculture / Horticulture Production by Region (in millions) 1990

	B.C.	Prairies	Ontario	Quebec	Atlantic	Canada
Greenhouse Floriculture	$74	$44	$246	$86	$29	$479
Total Horticulture	$367	$239	$982	$390	$280	$2,257
Floriculture as a % of Horticulture	20.1%	18.4%	25.0%	22.0%	10.3%	21.2%

As the following table illustrates, the floriculture sector has seen moderate real growth nation-wide between the years 1985- 1990.

Table 32: Annual Real Growth Rates in Production by Region (Constant 1990 dollars), 1985-1990

	B.C.	Prairies	Ontario	Quebec	Atlantic	Canada
Greenhouse Floriculture	7.8%	3.8%	3.9%	3.1%	2.2%	4.3%

The years between 1996 and 1998 have also seen growth in total sales. Table 33 looks at the different types of sales the floriculture industry generates. Sales are often made directly from producer to customer, but there may be an intermediary such as a wholesaler or other retailer involved.

While there has been a 48.9% increase in export sales between 1996 and 1998, retail florist sales have actually declined by approximately 3%. There is speculation this decrease is due to negative floral advertising by companies offering other alternatives to flowers for traditional holiday gift giving.

Table 33: Greenhouse Industry Statistics, 1996-98

	Canada			
	Unit	**1996**	**1997**	**1998**
Total sales	$'000	980,152	1,104,375	1,189,248
Flowers and plants	$'000	761,686	834,052	903,787
To retail florists	$'000	129,418	126,036	125,370
To domestic wholesalers	$'000	183,856	203,551	229,113
To mass market chain stores	$'000	117,779	126,114	132,918
To other greenhouses	$'000	36,915	38,674	49,290
Exported	$'000	58,877	77,714	87,670
Direct sales to public[8]	$'000	166,689	193,864	193,217
Other channels	$'000	68,152	68,099	86,209
Vegetables	$'000	218,466	270,323	285,461

Source: Statistics Canada, Catalogue No. 22-202.

Table 29 identifies the most common types of cut flowers, potted plants and bedding plants sold to Canadian consumers.

Table 34: Greenhouse Flower and Plant Production, by Type and Total Value, 1996-1998

Canada				
Type	**Unit**	**1996**	**1997**	**1998**
Cut Flowers:				
Carnations – miniature or sprays	stems	...	...	162
Chrysanthemums – standard	stems	3,148	3,059	2,490
Chrysanthemums – sprays	stems	15,847	16,390	18,383
Gerbera	stems	4,084	4,979	12,619
Iris	stems	6,760	7,112	8,377
Freesia	stems	7,807	10,415	9,813
Roses- excluding sweetheart types	stems	47,415	46,219	44,163
Roses- sweetheart	stems	19,947	16,080	16,974
Snapdragons	stems	6,711	8,375	9,139
Tulips	stems	12,902	17,055	21,695
Alstroemeria	stems	15,307	15,467	12,339

[8] Includes roadside stands and "owner-owned" retail outlets.

Daffodils	stems	...	...	5,244
Lillies	stems	7,584	9,926	11,284
Others	stems	...	...	14,327
Cut Flowers Subtotal		**147,512**	**155,077**	**187,009**
Potted Plants:				
Azaleas	pots	1,908	2,545	3,147
Chrysanthemums	pots	10,897	13,517	14,307
Geraniums	pots	24,327	26,499	25,549
Lilies	pots	3,562	3,875	4,206
Poinsettias	pots	9,042	10,707	11,018
Tropical, foliage and green plants	pots	7,710	16,044	10,023
Hanging pots (foliage)	pots	1,174	1,460	1,056
Hanging pots (spring)	pots	4,378	5,411	5,436
Others	pots	49,532	56,117	75,554
Potted Plant Subtotal		**112,530**	**136,175**	**150,296**
Cuttings:				
Chrysanthemums	cuttings	15,293	13,626	12,789
Geraniums	cuttings	20,352	14,945	18,417
Poinsettias	cuttings	5,154	5,329	6,307
Others	cuttings	442,573	441,157	519,468
Cuttings Subtotal		**483,377**	**475,057**	**556,981**
Bedding Plants:				
Ornamental plants	plants	561,543	593,167	584,463
Vegetable plants	plants	204,881	253,750	348,337
Bedding Plant Subtotal		**766,424**	**846,917**	**932,800**
Value of ornamental and plant sales	**$'000**	**761,686**	**834,052**	**903,787**

Source: Statistics Canada, Catalogue No. 22-202
... Figures not appropriate or applicable

There was an 18.8% increase in ornamental and plant sales between 1996 and 1998. There were increases in all four types of greenhouse flower and plant production, cut flowers, potted plants, cuttings and bedding plants.

Exports

Canadian floriculture and nursery production exports to 37 countries, with the bulk of the products (97%) being sold to the U.S. These exports are primarily sold by the provinces of Ontario (61%), British Columbia (15%) and Quebec (10%). Canadian exports have increased from $83 million in 1988 to $247 million in 1997. This is an average increase of 16% per year[9].

[9] Anonymous, *All About Canada's floriculture, nursery and Christmas tree industry...at a glance*. Agriculture and Agri-Food Canada Website, 1999.

Employment Statistics

There is limited data available on the sector and it's human resource needs. To date, the Horticulture Industry Organizing for the Future, Human Resource Issues and Opportunities National and Prairie Region Reports provide the most detailed information on this growing sector. More recent statistics, for example the 1996 Census are not readily available as floriculture is combined with other industry sectors in their tabulations.

According to 1990 statistics, 14,657 individuals are employed in the floriculture industry. Employment in the floriculture sector accounts for 14.6% of the national horticulture labour market. Measuring precise levels of employment is difficult to ascertain due to the number of seasonal and part-time workers inherent in the industry.

Table 35: Total Employment in Floriculture/Horticulture, (1990)

	B.C.	Prairies	Ontario	Quebec	Atlantic	Canada
Greenhouse Floriculture	2,225	3,200	5,800	2,412	1,020	14,657
Total Horticulture	19,159	10,738	34,800	25,467	10,094	100,258
Floriculture % of total	11.6%	29.8%	16.7%	9.5%	10.1%	14.6%

Source: Provincial agriculture departments, industry associations, Statistics Canada and Labour Market Activity Survey.

Of those 14,657 Canadians working in this sector 6,386 work on a permanent full-time basis. The remaining 56.4% work on a part-time or seasonal basis.

Table 36: Full-Time Floriculture/Horticulture Employment, 1990

	B.C.	Prairies	Ontario	Quebec	Atlantic	Canada
Greenhouse Floriculture	1,025	775	3,050	1,013	523	6,386
Total Horticulture	4,307	2,488	18,650	3,664	2,804	31,913
Floriculture % of Total	23.8%	31.1%	16.3%	27.6%	18.7%	20.0%

Source: Provincial agriculture departments, industry associations, Statistics Canada and Labour Market Activity Survey.

In the prairies, 29.4% of the employment in horticulture is part-time and seasonal work within the floriculture sector. This percentage is greater in the prairies than anywhere else in Canada, and well above the national average. This issue has made an impact on the industry in regards to the difficulties experienced with employee recruitment and retention.

Table 37: Seasonal and Part-Time Floriculture/Horticulture Employment, 1990

	B.C.	Prairies	Ontario	Quebec	Atlantic	Canada
Greenhouse Floriculture	1,200	2,425	2,750	1,399	497	8,271
Total Horticulture	14,852	8,250	16,150	21,803	7,290	68,345
Floriculture % of Total	8.1%	29.4%	17.0%	6.4%	6.8%	12.1%

Source: Provincial agriculture departments, industry associations, Statistics Canada and Labour Market Activity Survey.

In Canada, all horticulture sectors are generally male dominated. There is often family involvement in the business with portions of family labour being paid and unpaid. The greenhouse/floriculture sector also falls into this pattern, with male employees accounting for more than half of the workforce in 1989.

In 1989[10], there were approximately 38,000 people under the age of 24 working in the various horticulture sectors. Of those working in the floriculture sector, 2,280 were under the age of 24. Those age 55 and over are likely to managers and growers.

Table 38: Profile of Floriculture / Horticulture Employment

	% of Operators 50 and Over, 1986	% Reporting Wages	Family Wages % of Total Wages	Wages as % of Sales
Floriculture	45%	73%	26%	25%

Source: Census of Agriculture, 1986.

Even though there are 455 fewer businesses operating in 1998 than 1996, there has been a generation of 715 additional full-time and part-time jobs in the industry.

Table 39: Greenhouse Industry Employment Statistics, 1996-98

	Unit	1996	1997	1998
Total Firms	$'000	4,310	4,555	4,100
Total Employees[11]	$'000	31,060	34,660	35,375
Total Payroll	$'000	269,800	281,290	305,739
Total Investment[12]	$'000	1,662,999	1,914,841	1,864,309
Total Purchase Value[13]	$'000	188,119	202,327	208,936

Source: Statistics Canada, Catalogue No. 22-202.

[10] EIC Labour Market Activity Survey and Statistics Canada, 1989.
[11] Includes roadside stands and "owner-owned" retail outlets.
[12] Includes full-time and part-time labour.
[13] Includes land, buildings, equipment and machinery at fair market value.

National Associations and Councils

Flowers Canada

Flowers Canada is the national trade association for the Canadian Floriculture industry. Since 1972, this organization has been helping retail florists, wholesalers, greenhouses and other associated businesses meet their customers' needs.

Because Flowers Canada is organized on both national and regional levels, regional committees are there to help with the local challenges of owning a small business. Benefits of belonging to this organization include:

- A merchant credit card program
- Insurance program (Group Life and Health)
- Esso Automotive Fleet program
- Hotel and card rental savings
- Government lobbying
- Education and professional development
- Trade shows, conventions and networking
- Promotion
- Membership directory and newsletter
- National Yellow Pages promotion for small business

In Saskatchewan, there are currently 58 retail florists and 2 distributors who are members of Flowers Canada.

Horticulture Human Resource Council, Prairie Region

The Horticulture Human Resources Council (HHRC) was developed in 1993 and is a partnership between industry, provincial and federal governments and educational institutions.

One of the goals this council has met is the introduction of youth to the horticultural sector through Sectoral Youth Internships. The students gain experience in the horticulture labour market, boost their self-esteem and leave with the skills necessary to find employment. After completion of the work term, many of the internship participants were offered full-time positions by their employers.

The HHRC Sectoral Youth Internships have been unique in each region. The Prairie Horticulture Internship program was developed for recent high-school graduates entering careers in the greenhouse and nursery sectors.

In addition to the internship program, the council has been trying to address the issue of national occupational standards in the horticulture sector. By working in partnership with the various organizations and committees, national standards for occupations in the retail and nursery sectors, landscape construction and maintenance have been established.

THE SASKATCHEWAN FLORICULTURE INDUSTRY

The Saskatchewan Floriculture industry has experienced many of the same challenges that the Canadian sector is facing. Employers in the prairies are facing similar problems in retaining skilled and experienced labour as the rest of the country. The following sections look at the types of products Saskatchewan residents are buying and the challenges producer's face when competing against imports.

Sales and Production

In 1991, Saskatchewan growers produced approximately 28% of the greenhouse products sold in Saskatchewan. The majority of the products grown in Saskatchewan are sold to Saskatchewan residents in greenhouse and retail outlets, retail chains and local garden centres. 50% of Saskatchewan's greenhouse production is dedicated to bedding plants. The typical bedding plant season is five months in length (February to June). Saskatchewan bedding plant growers supply approximately 50% of the Saskatchewan market. The remainder of the demand is met by British Columbia, Alberta, and Manitoba growers.

Table 40: Saskatchewan Floriculture Sales, 1991

	Wholesale ($ per sq. foot)	Retail ($ per sq. foot)	% Sold in Saskatchewan	$ Sales
Bedding Plants	$5.00	$8.50	98.7%	$6,878,880
Potted Plants	$6.80	$11.64	99.1%	$1,370,344
Cut Flowers	$8.00	$13.00	100.0%	$126,100
Perennials	$11.50	$18.00	99.7%	$628,945
Foliage Plants	$5.60	$7.00	96.7%	$150,800

Source: Greenhouse and Nursery Products Industry and Market Study, Saskatchewan Agriculture and Food, March 1992

Imports

Nationally, imports of low cost cut roses have quadrupled since 1991. There are a wide variety of cut flowers imported into Saskatchewan through South American and Holland wholesalers. Domestic imports include B.C., Alberta, and Ontario. These cut flowers are usually distributed to Supermarket chains and retail florists. To compete with these imports, Saskatchewan growers will need to compete on the basis of price while improving and maintaining a top quality product.

Provincial Associations

Saskatchewan Greenhouse Growers Association (SGGA)

This active association works on behalf of the greenhouse growers by lobbying government and various promotions. The SGGA also participate in the annual convention and trade show "SaskHort".

HUMAN RESOURCE ISSUES

There are a number of human resource issues that need to be addressed. The two key issues being recruitment and training. The cyclical nature of the floriculture industry often creates challenges for owners/operators. Spring is an extremely busy time for those who produce bedding plants and other garden items. Many employers utilize seasonal labour to help with the production and sale of these crops. Although no experience or education is required, some skill is required. The plants are fragile and the work can be physically demanding.

Recruitment

There are many sources of seasonal labour in Canada[14]. They include:

- students
- unemployed
- immigrants
- offshore labour

There are 3 key factors which affect recruitment in this sector:

1) The unemployment insurance infrastructure and the social welfare system are barriers which prevent growers from recruiting from these sources of potential workers. Workers who are on UI or social assistance often stand to lose some of their financial or non-monetary benefits by accepting horticultural employment.[15]
2) The cyclical nature of the industry and seasonal work; the majority of the unemployed workforce are looking for permanent full-time employment.
3) Entry level wages are at or near minimum wage.

Retention

Unfortunately, with more than 50% of the industry working on a part-time or seasonal basis, skilled and experienced workers often move on into different industries looking for stable

[14] Ernst and Young, *Horticulture Industry, Organizing for the Future Human Resource Issues and Opportunities, National Report*, 1992.
[15] Ibid.;

permanent full-time employment. Wages are also a contributing factor, as entry-level positions generally hover around minimum wage.

Training

Another key issue is the limited number of training programs orientated towards the needs of the floriculture industry. The majority of skilled employees working in the floriculture sector have been trained on-the-job.

Flowers Canada Accreditation

The national Flowers Canada Association saw a need to raise the overall quality of personnel, both experienced and new to the industry. Industry members' requests were met in 1981 when Flowers Canada undertook a study of retail education needs. Two years later, an "Accreditation Committee" was appointed. This committee was developed to work with provincial departments of education, post-secondary schools of floral design, regional boards and retailers. In 1985, Flowers Canada moved yet one step further and commissioned the Bradshaw Report[16]. This report introduced a curriculum that would standardize the skills necessary to work as a retail florist. Although this work was never adopted by community colleges due to financial cutbacks, this laid the groundwork for further accreditation development. A year later, Flowers Canada introduced to the floral industry a national testing program that had superseded anything previously developed in North America.

By the end of 1987, 237 florists across Canada had completed the Basic Retail Florists Skills exam. By November, 1999 677 people had challenged the Basic Floral Skills exam. At the 1991 Flowers Canada Convention, Accredited Floral Designers and Managers were introduced, as well as the first Accredited Master Florist. The Flowers Canada Accreditation Council (FCAC) was created in 1993. This Board of Directors are in place to ensure the program's timeliness, integrity and credibility to the industry. There are currently two Canadian Accredited Floral Designers and 1 Master Florist registered in Saskatchewan.

Youth Initiative Project

To combat the barriers of attracting youth to the horticulture industry, a pilot project of a Horticulture Workers Certificate was developed and delivered in 1995. Called the Youth Initiative Project, this program was offered in Alberta, Saskatchewan and Manitoba. Of the 50 students selected as participants, all were interested in horticulture and wanted to learn new skills leading to employment.

Industry leaders were contacted in the areas of nursery, garden centre, greenhouse, landscape, horticulture field crops (fruit and vegetable) and seed potato production to identify training needs. In addition to classroom instruction, 35 weeks were spent in work placement.

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[16] Margaret Burnett & Brian Bradshaw, *Flowers Canada, Education Proposal, Retail Floriculture*, 1985.

Student faced several challenges. Financial problems were common as living expenses while in the classroom was not provided. Other areas of concern included life problems such as anger management, family commitments and low levels of English proficiency.

Although only 4 of the 50 students completed the program in full, overall many people felt this program was a success and that this program has a lot to offer. The feedback received from employers and prospective students were positive with a high interest in seeing this program continue.

CONCLUSION

The floriculture industry is fragmented, and has some substantial challenges to overcome. While the overall Canadian floriculture industry has experienced a decade of growth, the floral retail sector between 1996 and 1998 has experienced a decline of approximately 3%. Floriculture's two main areas, retail florists and greenhouse owners/operators are similar in that they sell cut flowers and plants, however their businesses are very different in terms of labour and training required.

While there is currently accreditation available through Flowers Canada for the retail floral industry, there is little to no formalized training available in Canada. As a result, the majority of training received by these employees is received while on the job. While there are initiatives in place in the greenhouse sector, the majority of training available is at the university level and not always appropriate for the majority of level entry positions.

Until the labour issues surrounding recruiting, retaining and training are addressed, only then will this industry be able to meet it's full potential in Saskatchewan.

As a result of the literature review, a number of themes were reoccurring throughout. Some of these are:

- There is a lack of available human resource/labour market and training needs information specific to the floriculture industry for Saskatchewan.
- The unavailability of proper training programs for employees and owners in the industry.
- The determinations of what economic factors have caused a reduction in retail sales and the impact on that segment of the industry.
- Research is needed into the recruitment problems being encountered by the industry.
- The issues around retention so a stable workforce is created need to be identified.

APPENDIX B: EDUCATION AND TRAINING DATABASE

EDUCATION AND TRAINING DATABASE

Alberta

Entrepreneurial Business Applications

Academy of Learning

Sector: Business Management

Program Type: Professional

Overview: Students will have the knowledge to meet the challenges of today's highly competitive world with the skills required by employers, or to operate their own small business.

Length: Customized

Method of Delivery: Customized

Achievement: Diploma

Students must obtain a 75% passing mark per session to obtain a diploma.

Partners:

Sales and Marketing

Alberta College

10050 MacDonald Drive, Edmonton AB, T5J 2B7, 780-423-6246, email: registrar@abcollege.ab.ca
web site: http://www.abcollege.ab.ca

Sector: Business Management

Program Type: Professional

Overview: Program delivers the latest and most effective sales, technical, business and personal skills necessary to be an effective sales professional in today's complex economy.

Length: 10 month

Method of Delivery: Classroom / Workplace

Achievement: None Listed

Partners:

Certificate in Retailing and Services

Canadian Institute of Retailing and Services Studies

University of Alberta, Faculty of Business, Edmonton, AB, T6G 2R6, 780-492-6797, F780-492-7832, email: cirass@ualberta.ca, web: http://www.cirass.com

Sector: Business Management

Program Type: Professional

Overview: Designed for professionals in the retail and service industry. Developed to provide participants with a wide range of skills specific to the retail and service sector.

Length: 9 month

Method of Delivery: Customized

Achievement: Certificate

Partners: University of Alberta

Bachelor of Applied Business and Entrepreneurship

Mount Royal College

4825 Richard Road S.W., Calgary, AB, T3E 6K6, 403-240-6833, F403-240-6704

Sector: Business Management

Program Type: Professional

Overview: A wide range of courses, in conjunction with work terms in which students operate their own ventures, provide graduates with the skills and knowledge to start and manage new enterprises.

Length: 4 year

Method of Delivery: Classroom / Practicum

Achievement: Degree

Partners:

Bachelor of Applied Horticulture Technology

Olds College

Registrar's Office, 4500-50 Street, Olds, AB, T4H 1R6, 403-556-8323

Sector: Technologies

Program Type: Technical

Overview: A blend of core courses, options and practicum that builds on previous diploma training. It provides you with the advanced technical and business management skills you will need to reach your full potential in ornamental or production horticulture.

Length: 16 month

Method of Delivery: Classroom / Practicum

Achievement: Degree

Partners:

Commercial Floristry

Olds College

Registrar's Office, 4500-50 Street, Olds, AB, T4H 1R6, 403-556-8323

Sector: Floristry Marketing

Program Type: Technical

Overview: Develops practical skills, problem solving talent and hands-on experience. Course on: floristry - design, display and shop operation, business and human resource management, and basic interior plant care.

Length: 9 month

Method of Delivery: Classroom / Workplace

Achievement: Certificate

Program offers critical first year diploma courses that ensure you have the prerequisites for the Production Horticulture diploma.

Partners:

Landscape Gardener Apprenticeship

Olds College

Registrar's Office, 4500-50 Street, Olds, AB, T4H 1R6, 403-556-8323

Sector: Apprenticeship

Program Type: Technical

Overview: Program trains in a number of core disciplines including: greenhouse production, pest identification and control, plant propagation, interior plant care, nursery and sod production, and landscape construction and maintenance

Length: 4 year

Method of Delivery: Classroom / Workplace

Achievement: Certificate

Alberta Completion of Apprenticeship Certificate, Landscape Gardener Journeyman Qualification Certificate

Partners:

Production Horticulture

Olds College

Registrar's Office, 4500-50 Street, Olds, AB, T4H 1R6, 403-556-8323

Sector: Technologies

Program Type: Technical

Overview: Offers diverse exposure to the production and marketing of plants for the horticultural industry. Program focuses on broad practical and technical knowledge, blended with management and entrepreneurial skills.

Length: 2 year

Method of Delivery: Classroom / Hands-On

Achievement: Diploma

Partners:

Certificate in Mangement

Red Deer College

P.O. Box 5005, 56 Avenue & 32 Street, Red Deer, AB T4N 5H5, 403-342-3400, web site: http://www.rdc.ab.ca

Sector:	Business Management
Program Type:	Professional
Overview:	This program is designed for students who work full-time and study part-time from the "Certificate in Management. Students must complete eight business courses approved by the Business Administration program Chairperson to be awarded the certificate.
Length:	2 year part-time
Method of Delivery:	Classroom-Based
Achievement:	Certificate The Certificate permits part-time students to earn a college credential.
Partners:	

British Columbia

Marketing Management

British Columbia Institute of Technology

3700 Willingdon Avenue, Burnaby, BC, V5G 3H2, 604-434-5734

Sector: Business Management

Program Type: Professional

Overview: Equips graduates with a solid generalist background, and allows students to concentrate on the unique skills associated with specific sectors of our economy.

Length: 2 year

Method of Delivery: Classroom-Based

Achievement: Diploma

Partners:

Business Management

Camosun College

Interurban Campus, 4461 Interurban Road, RR #3, Victoria, BC, V8X 3X1, 250-370 3841

Sector: Business Management

Program Type: Professional

Overview: It is designed to include a combination of required basic management skills and flexibility to enable participants to meet their existing business management needs.

Length: Customized

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Horticulture

Camosun College

Interurban Campus, 4461 Interurban Road, RR #3, Victoria BC

Sector: Vocational

Program Type: Vocational

Overview: Program provides training in areas such as landscaping, landscape maintenance, parks, golf courses, retail garden outlets, ground crops industry, greenhouses, silvaculture, nurseries, wholesale warehousing, transportation etc.

Length: 10 month

Method of Delivery: Classroom-Based

Achievement: None Listed

Program is transferable to Kwantlen College's two year Horticulture Diploma program.

Partners:

Horticulture Technician Certificate

Camosun College

Interurban Campus, 4461 Interurban Road, RR #3, Victoria, BC, V8X 3X1, 250-370 3841

Sector: Technologies

Program Type: Technical

Overview: Provides Horticulture industry training in areas such as landscaping, landscape maintenance, parks, golf courses, retail garden outlets, ground crops industry, greenhouses, silvaculture, nurseries, wholesale warehousing, transportation etc.

Length: 10 month

Method of Delivery: Classroom-Based

Achievement: Certificate

Program is transferable to Kwantlen College's two year Horticulture Diploma program.

Partners:

Management Skills for Supervisors

College of New Caledonia

3330 - 22nd Avenue, Prince George, BC, V2N 1P8

Sector:	Business Management
Program Type:	Professional
Overview:	Delivered in three four-day modules, Part One: Interpersonal and Problem-Solving Skills. Part Two: Leadership, Motivation, and Team-Building Skills. Part Three: Self-Management, Stress & Time Management.
Length:	12 day
Method of Delivery:	Classroom-Based
Achievement:	None Listed

Partners:

Marketing Management Diploma Program

Douglas College

PO Box 2503, New Westminster, BC, V3L 5B2, 604-527-5400, F604-527--5095

Sector:	Business Management
Program Type:	Professional
Overview:	Designed to prepare students for a career in this area. Teaching techniques emphasize practical marketing skills with a blend of lectures, case studies, films and simulated business-world exercises.
Length:	2 year
Method of Delivery:	Classroom-Based
Achievement:	Diploma

Partners:

Business Management Certificate

Kwantlen University College

12666 - 72 Avenue, Surrey, BC, V3W 2M8, 604-599-2534, F604-599-2736, web site: http://www.kwantlen.bc.ca

Sector: Business Management

Program Type: Professional

Overview: Expands, improves and updates skills, knowledge and understanding of business management in areas of interest and need. The program emphasizes real world and microcomputer business applications.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Business Management Diploma

Kwantlen University College

12666 - 72 Avenue, Surrey, BC, V3W 2M8, 604-599-2534, F604-599-2736, web site: http://www.kwantlen.bc.ca

Sector: Business Management

Program Type: Professional

Overview: Provide students with an understanding of the basic elements of management, business and the business environment. students take specialized courses in human resources, production/operations management, organizational behavior, and other courses.

Length: 2 year

Method of Delivery: Classroom-Based

Achievement: Diploma

Partners:

Commercial Floristry

Kwantlen University College

12666 - 72 Avenue, Surrey, BC, V3W 2M8, 604-599-2534, F604-599-2736, web site: http://www.kwantlen.bc.ca

Sector: Floristry

Program Type: Technical

Overview: The program provides in-depth hands-on training in all aspects of floral design and commercial floristry.

Length: 30 week

Method of Delivery: Classroom / Workplace

Achievement: Certificate

Basic Florist Skills and Floral Design I will be taken by all students of the Commercial Floristry Program prior to graduation.

Partners:

Entrepreneurship Program

Kwantlen University College

12666 - 72 Avenue, Surrey, BC, V3W 2M8, 604-599-2534, F604-599-2736, web site: http://www.kwantlen.bc.ca

Sector: Business Management

Program Type: Professional

Overview: Program covers the basic skills required to research, analyze, start and run a successful business. The program culminates in the written and verbal presentation of your business plan. The emphasis is on learning & applying practical skills.

Length: 5 month part-time

Method of Delivery: Classroom-Based

Achievement: None Listed

Partners: Human Resources Development Canada

Horticulture Technician

Kwantlen University College

12666 - 72 Avenue, Surrey, BC, V3W 2M8, 604-599-2534, F604-599-2736, web site: http://www.kwantlen.bc.ca

Sector: Technologies

Program Type: Technical

Overview: Provides students with employment opportunities in the greenhouse vegetable and the landscape maintenance industries, depending on the specialization chosen.

Length: 1 year

Method of Delivery: Classroom / Hands-On

Achievement: Certificate

Graduates are eligible to enter the two - year Horticulture Technology program with advance credit.

Partners:

Horticulture Technology

Kwantlen University College

12666 - 72 Avenue, Surrey, BC, V3W 2M8, 604-599-2534, F604-599-2736, web site: http://www.kwantlen.bc.ca

Sector: Technologies

Program Type: Technical

Overview: Designed to produce a technologist who has: the fundamental technical expertise, knowledge and attitudes to work successfully in a variety of disciplines within the horticultural industry.

Length: 2 year

Method of Delivery: Classroom / Workplace

Achievement: Diploma

Partners:

Practical Horticulture Apprenticeship

Kwantlen University College

12666 - 72 Avenue, Surrey, BC, V3W 2M8, 604-599-2534, F604-599-2736, web site: http://www.kwantlen.bc.ca

Sector:	Apprenticeship
Program Type:	Technical
Overview:	At the employer's work place, the apprentice will, whenever possible, receive appropriate practical work experience and exposure to the skills acquired by the apprentice during his/her regularly scheduled in-school technical training periods.
Length:	4 year
Method of Delivery:	Classroom / Workplace
Achievement:	Certificate
Partners:	

Retail Smarts

Kwantlen University College

12666 - 72 Avenue, Surrey, BC, V3W 2M8, 604-599-2534, F604-599-2736, web site: http://www.kwantlen.bc.ca

Sector:	Business Management
Program Type:	Professional
Overview:	Professional development opportunity for owners, supervisors and managers of small - to medium-sized retail stores and chains.
Length:	5 workshops
Method of Delivery:	Classroom-Based
Achievement:	Certificate Ryerson/Kwantlen Certificate of Completion.
Partners:	Retail Learning Initiative

Small Business Program

Kwantlen University College

12666 - 72 Avenue, Surrey, BC, V3W 2M8, 604-599-2534, F604-599-2736, web site: http://www.kwantlen.bc.ca

Sector: Business Management

Program Type: Professional

Overview: A Small Business Program Certificate of Completion will be issued to those who successfully complete; Supervisory Excellence, The Secrets of Successful Sales People, Start Your Own Successful Business, and Dynamic Customer Service.

Length: Unknown

Method of Delivery: Classroom-Based

Achievement: None Listed

Partners:

Marketing And Sales Diploma

Langara College

100 West 49th Avenue, Vancouver, BC, V5Y 2Z6, 604-323-5511, F604-323-5555

Sector: Business Management

Program Type: Professional

Overview: Prepares students for a variety of sales, advertising, marketing and management careers in the business, retail and customer service fields.

Length: 2 year

Method of Delivery: Classroom / Hands-On

Achievement: Diploma

Many of the program courses are university transferable.

Partners:

Business Management

Malaspina University-College

900 Fifth Street, Nanaimo, BC, V9R 5S5, 250-753-3245

Sector:	Business Management
Program Type:	Professional
Overview:	Covers the subjects of accounting, economics, marketing, organizational behavior, business mathematics, and computer applications. In the second year, students choose one of four options: Accounting, Finance, General Management, or Marketing.
Length:	2 year
Method of Delivery:	Classroom-Based
Achievement:	Diploma
Partners:	

Certificate in Business Management

Malaspina University-College

900 Fifth Street, Nanaimo, BC, V9R 5S5, 250-753-3245

Sector:	Business Management
Program Type:	Professional
Overview:	The Certificate in Business Management (CBM) program is designed for mid-career adults who seek to improve their management skills and are able to pursue their studies on a part-time basis only.
Length:	Customized
Method of Delivery:	Classroom-Based
Achievement:	Certificate
Partners:	

Horticultural Technician

Malaspina University-College

900 Fifth Street, Nanaimo, BC, V9R 5S5, 250-753-3245

Sector: Technologies

Program Type: Technical

Overview: The program covers plant propagation techniques, greenhouse floriculture production, nursery crop production, landscape design, landscape construction, and plant identification.

Length: 1 year

Method of Delivery: Classroom / Workplace

Achievement: Certificate

Partners:

The Business Management Certificate

Northern Lights College

11401-8th Street, Dawson Creek, BC, V1G 4G2, 250-782-5251, F250-782-5233, email: appinfo@nlc.bc.ca

Sector: Business Management

Program Type: Professional

Overview: Develops critical problem solving and decision-making skills.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Some credits are transferable to other professional programs.

Partners:

The Business Management Diploma

Northern Lights College

11401-8th Street, Dawson Creek, BC, V1G 4G2, 250-782-5251, F250-782-5233, email: appinfo@nlc.bc.ca

Sector:	Business Management
Program Type:	Professional
Overview:	Develops critical problem solving and decision-making skills.
Length:	2 year
Method of Delivery:	Classroom-Based
Achievement:	Diploma Some credits are transferable to other professional programs.
Partners:	

Floral Design Certificate Program Certificate Program

Okanagan University College

3333 College Way, Kelowna, BC, V1V 1V7, 250-762-5445, web site: http://www.ouc.bc.ca/

Sector:	Floristry
Program Type:	Vocational
Overview:	Prepares students to work as floral designers or to upgrade the abilities and skills of those currently working in the field. Emphasis is on retail floristry including small businesses and franchise retail outlets.
Length:	150 hour
Method of Delivery:	Classroom / Hands-On
Achievement:	Certificate Students will be eligible to write the Basic Florist Skills accreditation examination with Flowers Canada.
Partners:	

Management Skills For Supervisors Certificate Program

Okanagan University College

3333 College Way, Kelowna, BC, V1V 1V7, 250-762-5445, web site: http://www.ouc.bc.ca/

Sector: Business Management

Program Type: Professional

Overview: Covers a broad range of supervisory skills. The program is practical and emphasizes the development of skills through videotape analysis, films, lectures, group discussions, practice sessions, case studies and self-scouring inventories.

Length: 90 hour

Method of Delivery: Classroom-Based

Achievement: Certificate

Certified by Okanagan University College and the Ministry of Skills, Training and Labour, and endorsed by the Business Council of B.C.

Partners:

Marketing & Advertising A Small Business - Series Certificate Program

Okanagan University College

3333 College Way, Kelowna, BC, V1V 1V7, 250-762-5445, web site: http://www.ouc.bc.ca/

Sector: Business Management

Program Type: Professional

Overview: Understand the characteristics of your customers and what motivates them to buy your product or service. Learn which tools will be more effective and efficient in improving the position of your organization.

Length: 8 hour

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Business Administration Management

Sprott-Shaw Community College

Chilliwack Campus, # 100 - 46165 Yale Road East, Chilliwack, BC, V2P 2P2, 604-795-0085
4

Sector: Business Management

Program Type: Professional

Overview: If you are one of the many who are starting a home-based or small business, you will find that the BAM program provides you with valuable skills needed to help you make good business decisions.

Length: 33 week

Method of Delivery: Classroom-Based

Achievement: None Listed

Partners:

Business Administration Management: Marketing & Sales

Sprott-Shaw Community College

Chilliwack Campus, # 100 - 46165 Yale Road East, Chilliwack, BC, V2P 2P2, 604-795-0085
4

Sector: Business Management

Program Type: Professional

Overview: If you are considering a career in Sales and Marketing, or perhaps you are considering starting your own marketing company, you will find the basis for practically everything you will need to know in this diploma program.

Length: 25 week

Method of Delivery: Classroom-Based

Achievement: Diploma

Partners:

Marketing and Sales Certificate

University College of the Fraser Valley

45635 Yale Road, Chilliwack, BC, V2P 6T4, 604-792-0025, F604-792-2388

Sector: Business Management

Program Type: Professional

Overview: Designed for high school graduates interested in marketing and sales as a career. Provides a solid educational background for those currently in other fields but planning a career in marketing and sales.

Length: Customized

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Floral Design II

Vancouver Community College

City Center Campus, 250 West Pender, Vancouver, BC, V6B 1S9, 604-443-8300, F604-443-8588

Sector: Floristry

Program Type: Technical

Overview: Participants learn and apply fundamental design principles and construction techniques toward making traditional floral arrangements.

Length: 45 hour

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Floral Design, Demonstration Series: Floral Design Challenge

Vancouver Community College

City Center Campus, 250 West Pender, Vancouver, BC, V6B 1S9, 604-443-8300, F604-443-8588

Sector: Floristry
Program Type: Technical
Overview: For individuals with previous training and/or experience who wish to be exempt from Introduction to Floristry Participants are required to construct two arrangements and successfully complete a written examination.

Length: 3 hour
Method of Delivery: Customized
Achievement: None Listed

Partners:

Floral Design, Demonstration Series: Great Green Gifts

Vancouver Community College

City Center Campus, 250 West Pender, Vancouver, BC, V6B 1S9, 604-443-8300, F604-443-8588

Sector: Floristry
Program Type: Technical
Overview: How to make innovative and portable arrangements for gift giving

Length: 4 hour
Method of Delivery: Customized
Achievement: None Listed

Partners:

Floral Design, Demonstration Series: Learn from the Experts

Vancouver Community College

City Center Campus, 250 West Pender, Vancouver, BC, V6B 1S9, 604-443-8300, F604-443-8588

Sector: Floristry

Program Type: Technical

Overview: How to assemble a variety of arrangements. Tips on: selecting and caring for flowers and greens, choosing and preparing containers, creating special effects with color and texture and creating styling characteristics that make an impact.

Length: 3 hour

Method of Delivery: Customized

Achievement: None Listed

Partners:

Floral Design, Demonstration Series: Simply Elegant

Vancouver Community College

City Center Campus, 250 West Pender, Vancouver, BC, V6B 1S9, 604-443-8300, F604-443-8588

Sector: Floristry

Program Type: Technical

Overview: Program teaches how to plan your wedding, a bridal shower or some very special event. How to make floral memories from an award-winning stylist

Length: 2 hour

Method of Delivery: Customized

Achievement: None Listed

Partners:

Floral Design, Demonstration Series: The Garden Table

Vancouver Community College

City Center Campus, 250 West Pender, Vancouver, BC, V6B 1S9, 604-443-8300, F604-443-8588

Sector: Floristry

Program Type: Technical

Overview: Flowers, fruit and vegetables can be incorporated into imaginative table settings. See how to create cabbage containers and other whimsical vegetative arrangements for your garden table.

Length: 2 hour

Method of Delivery: Customized

Achievement: None Listed

Partners:

Introduction to Floristry

Vancouver Community College

City Center Campus, 250 West Pender, Vancouver, BC, V6B 1S9, 604-443-8300, F604-443-8588

Sector: Floristry

Program Type: Technical

Overview: Students will have acquired the basic knowledge and skills required to prepare and personalize a variety of floral pieces. This course is also the foundation course for the Floral Design Certificate.

Length: 30 hour

Method of Delivery: Classroom-Based

Achievement: Other

Course can be taken separately or applied to the certificate program.

Partners:

The Business of Floristry

Vancouver Community College

City Center Campus, 250 West Pender, Vancouver, BC, V6B 1S9, 604-443-8300, F604-443-8588

Sector:	Floristry
Program Type:	Technical
Overview:	Training for students who are planning to start a floral business or are flower shop owners. Topics include: management basics, space and equipment needs, retail merchandising, creating your image, and much more.
Length:	Unknown
Method of Delivery:	Classroom-Based
Achievement:	None Listed
Partners:	

Manitoba

Management Skills Certificate

Assiniboine Community College

1430 Victoria Ave East, Brandon, MB, R7A 2A9, 204-726-6600

Sector: Business Management

Program Type: Professional

Overview: Includes training in business management, computers, communication, human resource, management, starting a small business, and bookkeeping.

Length: 280 hour

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Marketing for a Small Business

Assiniboine Community College

1430 Victoria Ave East, Brandon, MB, R7A 2A9, 204-726-6600

Sector: Business Management

Program Type: Professional

Overview: For women who are working on their business plan or who are in business and are interested in developing a marketing plan. Reviews the basics of marketing and is an overview of tools that you can use in promoting your business.

Length: 2 hours

Method of Delivery: Classroom-Based

Achievement: None Listed

Partners:

New Brunswick

Business Technology, Option: Marketing

New Brunswick Community College

Saint John Campus, P.O. Box 2270, Grandview Avenue, Saint John, NB, E2L 3V1, 506-658-6601, F506-643-7351, web site: http://www.saintjohn.nbcc.nb.ca

Sector: Business Management

Program Type: Professional

Overview: Designed to give students a thorough grasp of marketing skills, this program involves students in specialized training in consumer behavior, promotion, retailing, advertising and communications.

Length: 2 year

Method of Delivery: Classroom-Based

Achievement: None Listed

Partners:

Business Technology, Option: Marketing

New Brunswick Community College

Moncton Campus, 1234 Mountain Road, Moncton, NB, E1C 8H9, 506-856-2220, web site: www.moncton.nbcc.nb.ca

Sector: Business Management

Program Type: Professional

Overview: Designed to give students a thorough grasp of marketing skills, this program involves students in specialized training in consumer behavior, promotion, retailing, advertising and communications.

Length: 2 year

Method of Delivery: Classroom-Based

Achievement: None Listed

Partners:

Nova Scotia

Landscape Horticulture

Nova Scotia Agricultural College

PO Box 550, Truro, NS, B2N 5E3, 902-893-6600, F902-897-9399, email: NSAC_info@nsac.ns.ca

Sector: Technologies

Program Type: Professional

Overview: Develops state-of-the-art practical skills while building a thorough understanding for the current theoretical standards of your particular area of interest.

Length: 4 year

Method of Delivery: Classroom-Based

Achievement: Degree

Partners:

The Effective Management Program:

Nova Scotia Agricultural College

PO Box 550, Truro, NS, B2N 5E3, 902-893-6600, F902-897-9399, email: NSAC_info@nsac.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Course offers information on personal planning, goal and priority setting, time management, communications, conducting meetings, effectiveness, dynamics of working together, motivation, delegation, supervision and leadership.

Length: 2 day

Method of Delivery: Customized

Achievement: None Listed

Partners:

Business Administration: Management

Nova Scotia Community College

Burridge Campus, 372 Pleasant Street, Yarmouth, NS, B5A 2L2, 902-742-0760, F902-742-0519, email: buadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: The graduate of this diploma program will be eligible for positions in middle management, management trainees, line supervisors and office administrators.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Diploma

Partners:

Business Administration: Marketing

Nova Scotia Community College

Akerley Campus, 21 Woodlawn Road, Dartmouth, NS, B2W 2R7, 902-491-4900, F902-491-4946, email: akadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Provides students with an introduction to markets, market studies, and marketing analysis as a basis for strategic decision-making. Develops skills in customer relations, students acquire a thorough knowledge of basic business principles and applications

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Diploma

Partners:

Business Administration: Marketing

Nova Scotia Community College

Pictou Campus, 39 Acadia Avenue, P.O. Box 820, Stellarton, NS, B0K 1S0, 902-752-2002, F902-752-5446, email: piadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Provides students with an introduction to markets, market studies, and marketing analysis as a basis for strategic decision-making. Develops skills in customer relations, students acquire a thorough knowledge of basic business principles and applications

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Diploma

Partners:

Business Information Technology

Nova Scotia Community College

Shelburne Campus, 1575 Lake Road, Shelburne, NS, B0T 1W0, 902-875-8640, F902-875-3797, email: shadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Provides students with a solid foundation of employability skills: the academic, personal management, and teamwork skills that form the foundation of a high quality workforce.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Business Information Technology

Nova Scotia Community College

Truro Campus, 36 Arthur Street, Truro, NS, B2N 1X5, 902-893-5346, F902-893-6601, email: tradmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Provides students with a solid foundation of employability skills: the academic, personal management, and teamwork skills that form the foundation of a high quality workforce.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Business Information Technology

Nova Scotia Community College

Strait Area Campus, 226 Reeves Street, PO Box 1225, Port Hawkesbury, NS, B0E 2V0, 902- 625-4017, F902-625-0193, email: stadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Provides students with a solid foundation of employability skills: the academic, personal management, and teamwork skills that form the foundation of a high quality workforce.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Business Information Technology

Nova Scotia Community College

Pictou Campus, 39 Acadia Avenue, PO Box 820, Stellarton, NS, B0K 1S0, 902-752-2002, F902-752-5446, email: piadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Provides students with a solid foundation of employability skills: the academic, personal management, and teamwork skills that form the foundation of a high quality workforce.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Business Information Technology

Nova Scotia Community College

Marconi Campus, PO Box 1042, 1240 Grand Lake Road, Sydney, NS, B1P 6J7, 902-563-2450, F902-563-3440, email: maadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Provides students with a solid foundation of employability skills: the academic, personal management, and teamwork skills that form the foundation of a high quality workforce.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Business Information Technology

Nova Scotia Community College

Lunenburg Campus, 75 High Street, Bridgewater, NS, B4V 1V8, 902-543-4608, F902-543-0190, email: luadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Provides students with a solid foundation of employability skills: the academic, personal management, and teamwork skills that form the foundation of a high quality workforce.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Business Information Technology

Nova Scotia Community College

Kingstec Campus, 236 Belcher Street, PO Box 487, Kentville, NS, B4N 3X3, 902-678-7341, F902-679-4381, email: kiadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Provides students with a solid foundation of employability skills: the academic, personal management, and teamwork skills that form the foundation of a high quality workforce.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Business Information Technology

Nova Scotia Community College

Halifax Campus, 1825 Bell Road, Halifax, NS, B3H 2Z4, 902-491-4636, F902-491-4711, email: haadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Provides students with a solid foundation of employability skills: the academic, personal management, and teamwork skills that form the foundation of a high quality workforce.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Business Information Technology

Nova Scotia Community College

Burridge Campus, 372 Pleasant Street, Yarmouth, NS, B5A 2L2, 902-742-0760, F902-742-0519, email: buadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Provides students with a solid foundation of employability skills: the academic, personal management, and teamwork skills that form the foundation of a high quality workforce.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Business Information Technology

Nova Scotia Community College

Annapolis Valley Campus, 50 Elliott Road, Lawrencetown, NS, BOS 1M0, 902-825-2930, F902-825-2285, email: avadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Provides students with a solid foundation of employability skills: the academic, personal management, and teamwork skills that form the foundation of a high quality workforce.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Business Information Technology

Nova Scotia Community College

Akerley Campus, 21 Woodlawn Road , Dartmouth, NS, B2W 2R7, 902-491-4900, F902-491-4946, email: akadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Provides students with a solid foundation of employability skills: the academic, personal management, and teamwork skills that form the foundation of a high quality workforce.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Business Information Technology

Nova Scotia Community College

Cumberland Campus, 1 Main Street, PO Box 550, Springhill, NS, B0M 1X0, 902-597-3737, F902-597-8548, email: cuadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Provides students with a solid foundation of employability skills: the academic, personal management, and teamwork skills that form the foundation of a high quality workforce.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Horticulture: Greenhouse/Nursery

Nova Scotia Community College

Kingstec Campus, 236 Belcher Street, PO Box 487, Kentville, NS, B4N 3X3, 902-678-7341, F902-679-4381, email: kiadmissions@nscc.ns.ca

Sector: Technologies

Program Type: Technical

Overview: The program introduces students to various branches of the horticulture industry including greenhouse production, nursery production, retail garden centre, as well as landscaping.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Marketing & Sales

Nova Scotia Community College

Lunenburg Campus, 75 High Street, Bridgewater, NS, B4V 1V8, 902-543-4608, F902-543-0190, email: luadmissions@nscc.ns.ca

Sector: Business Management

Program Type: Professional

Overview: Designed to provide the skills necessary for a career in marketing and sales. The program focuses on fundamentals of consumer and industrial marketing and selling.

Length: 1 year

Method of Delivery: Classroom / Workplace

Achievement: Certificate

Partners:

Certificate in Management

Saint Mary's University

Halifax, NS, B3H 3C3, 902-420-5492, F902-420-5103

Sector: Business Management

Program Type: Professional

Overview: Promotes management and its professional applications.

Length: Unknown

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Management Development for Women

Saint Mary's University

The World Trade Centre, Halifax, NS, B3J 3N8, 902-420-5638, F902-420-5284

Sector:	Business Management
Program Type:	Professional
Overview:	Program is especially suited to women who are about to become managers or are new to management. Through classroom learning and work-based assignments, the program focuses on developing management skills which can be used immediately in the work setting.
Length:	Unknown
Method of Delivery:	Classroom-Based
Achievement:	Certificate
Partners:	Mount Saint Vincent University

Skills for Sales Management

Saint Mary's University

The World Trade Centre, Halifax, NS, B3J 3N8, 902-420-5638, F902-420-5284

Sector:	Business Management
Program Type:	Professional
Overview:	Students will identify the challenges facing professional sales managers and explore the management skills required to meet those challenges.
Length:	15 days
Method of Delivery:	Classroom-Based
Achievement:	Certificate Credit can be applied toward certification as a Certified Sales Professional (CSP)
Partners:	

Skills for Sales Success

Saint Mary's University

The World Trade Centre, Halifax, NS, B3J 3N8, 902-420-5638, F902-420-5284

Sector:	Business Management
Program Type:	Professional
Overview:	In class, students will examine the theory behind the selling process, use case studies and examples to explore new technologies and apply this knowledge to your own business environment
Length:	15 Days
Method of Delivery:	Classroom-Based
Achievement:	Certificate
Partners:	

Ontario

Business - Marketing

Algonquin College

Woodroffe Campus, 1385 Woodroffe Avenue, Nepean, ON, K2G 1V8, 613-727-0002, F613-727-7632

Sector: Business Management

Program Type: Professional

Overview: Program provides students with a specialization in marketing and a strong general education in business.

Length: 2 year

Method of Delivery: Classroom-Based

Achievement: Diploma

Partners:

Business - Retailing

Algonquin College

Woodroffe Campus, 1385 Woodroffe Avenue, Nepean, ON, K2G 1V8, 613-727-0002, F613-727-7632

Sector: Business Management

Program Type: Professional

Overview: Program emphasizes concepts in planning strategies, financing, inventory management, personnel management, marketing, advertising, merchandising, accounting, pricing, customer service, creative problem-solving, and communication skills.

Length: 2 year

Method of Delivery: Classroom-Based

Achievement: Diploma

Partners:

Florist

Algonquin College

Woodroffe Campus, 1385 Woodroffe Avenue, Nepean, ON, K2G 1V8, 613-727-0002, F613-727-7632

Sector:	Floristry
Program Type:	Technical
Overview:	Students learn customer relations, effective sales and window display skills, botany, identification, care and handling of flowers and plants. Students create traditional and contemporary floral arrangements using fresh, dried and fabric flowers.
Length:	1 year
Method of Delivery:	Classroom / Hands-On
Achievement:	Certificate

Partners:

Horticulture and Landscaping Technician

Algonquin College

Woodroffe Campus, 1385 Woodroffe Avenue, Nepean, ON, K2G 1V8, 613-727-0002, F613-727-7632

Sector:	Technologies
Program Type:	Technical
Overview:	Training in all aspects of indoor and outdoor plants, including propagation, disease and pest control, soils and fertilizers, arboriculture, turf management, landscape design and landscape construction.
Length:	2 year
Method of Delivery:	Classroom / Hands-On
Achievement:	Diploma

Partners:

Business Management Skills Certificate

Cambrian College of Applied Arts and Technology

1400 Barrydowne Road, Sudbury, ON, P3A 3V8, 705-566-8101

Sector:	Business Management
Program Type:	Professional
Overview:	Designed for individuals in a management or supervisory position, or for those who are interested in self-employment or small business management skills.
Length:	Customized
Method of Delivery:	Classroom-Based
Achievement:	Certificate
Partners:	

Horticulture Technician

Cambrian College of Applied Arts and Technology

1400 Barrydowne Road, Sudbury, ON, P3A 3V8, 705-566-8101

Sector:	Technologies
Program Type:	Technical
Overview:	Prepares knowledgeable people to work in landscaping, grounds maintenance, sod and vegetable production, greenhouse operation, and other related facets of the industry.
Length:	2 year
Method of Delivery:	Classroom / Hands-On
Achievement:	Diploma
Partners:	

How to Start a Small Business

Cambrian College of Applied Arts and Technology

1400 Barrydowne Road, Sudbury, ON, P3A 3V8, 705-566-8101

Sector:	Business Management
Program Type:	Professional
Overview:	Entrepreneurs will be introduced to key aspects of the small business world: location, planning, costs, financing, working capital, marketing, forecasting, pricing, personnel, government regulations, inventory control and purchasing.
Length:	30 hours
Method of Delivery:	Classroom-Based
Achievement:	None Listed

Partners:

Marketing Management Certificate

Cambrian College of Applied Arts and Technology

1400 Barrydowne Road, Sudbury, ON, P3A 3V8, 705-566-8101

Sector:	Business Management
Program Type:	Professional
Overview:	Designed to enable the student to understand modern marketing in today's competitive marketplace.
Length:	Customized
Method of Delivery:	Classroom-Based
Achievement:	Certificate

Partners:

Small Business Planning Management

Cambrian College of Applied Arts and Technology

1400 Barrydowne Road, Sudbury, ON, P3A 3V8, 705-566-8101

Sector: Business Management
Program Type: Professional
Overview: Designed to provide prospective entrepreneurs with the skills needed to convert their ideas into a thriving venture.

Length: 1 year
Method of Delivery: Classroom / Hands-On
Achievement: Certificate

Partners:

Business Administration: Marketing

Canadore College of Applied Arts and Technology

College Drive Campus, 100 College Drive, PO Box 5001, North Bay, ON, P1B 8K9, 705-474-7600, F705-474-2384

Sector: Business Management
Program Type: Professional
Overview: Designed to prepare students for a successful career in marketing with specific skills in the functional areas of industrial and consumer sales, retailing, advertising, market research and marketing management.

Length: 3 year
Method of Delivery: Classroom-Based
Achievement: Diploma

Partners:

Business Management Certificate (Post-Diploma)

Canadore College of Applied Arts and Technology

College Drive Campus, 100 College Drive, PO Box 5001, North Bay, ON, P1B 8K9, 705-474-7600, F705-474-2384

Sector: Business Management

Program Type: Professional

Overview: Designed to enhance your employability and promotability by developing skills in management, marketing, accounting, information processing, human resource management and other business-related areas.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Small Business Management

Canadore College of Applied Arts and Technology

College Drive Campus, 100 College Drive, PO Box 5001, North Bay, ON, P1B 8K9, 705-474-7600, F705-474-2384

Sector: Business Management

Program Type: Professional

Overview: Designed to produce graduates who can: successfully start up, own and operate new business ventures, act as highly motivated and self-reliant employees, able to properly evaluate, implement and manage new and existing business opportunities.

Length: 2 year

Method of Delivery: Classroom-Based

Achievement: None Listed

Partners:

Business Administration: Marketing

College Boreal

21 Lasalle Boulevard, Sudbury, ON, P3A 6B1, 705-560-6673, F705-521-6004, email: pjperreault@academe.borealc.on.ca, web site: www.borealc.on.ca/

Sector: Business Management

Program Type: Professional

Overview: Program information and delivery only available in French.

Length: 3 year

Method of Delivery: Classroom-Based

Achievement: None Listed

Partners:

Business: Marketing

College Boreal

21 Lasalle Boulevard, Sudbury, ON, P3A 6B1, 705-560-6673, F705-521-6004, email: pjperreault@academe.borealc.on.ca, web site: www.borealc.on.ca/

Sector: Business Management

Program Type: Professional

Overview: Program information and delivery only available in French.

Length: 2 year

Method of Delivery: Classroom-Based

Achievement: None Listed

Partners:

Small Business Management

College Boreal

21 Lasalle Boulevard, Sudbury, ON, P3A 6B1, 705-560-6673, F705-521-6004, email: pjperreault@academe.borealc.on.ca, web site: www.borealc.on.ca/

Sector: Business Management

Program Type: Professional

Overview: Program information and delivery only available in French.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: None Listed

Partners:

Advanced Floral Design

Conestoga College

299 Doon Valley Drive, Kitchener, ON, N2G 4M4, F519-895-1085

Sector: Floristry

Program Type: Technical

Overview: Covers more complex principles and techniques not covered previously. Using fresh, dry and artificial materials, work will include advanced linear design, landscape and curve design, abstract as well as some Ikebana styles.

Length: 10 week

Method of Delivery: Classroom / Hands-On

Achievement: Certificate

Partners:

Business Administration: Management Studies

Conestoga College

Doon Campus, 299 Doon Valley Drive, Kitchener, ON, N2G 4M4, 519-748-5220

Sector: Business Management

Program Type: Professional

Overview: Develops the theory and skills needed for the practical applications of modern management techniques used in a variety of settings - business, industry or government; large or small enterprises; corporate or entrepreneurial situations.

Length: 3 year

Method of Delivery: Classroom-Based

Achievement: Diploma

Partners:

Floral Design I

Conestoga College

299 Doon Valley Drive, Kitchener, ON, N2G 4M4, F519-895-1085

Sector: Floristry

Program Type: Technical

Overview: Course will include post-harvest care of cut flowers, cover basic elements and principles of floral design, colour principles and basic design styles using fresh flowers. Introduction to basic wedding work and dry flowers.

Length: 12 week

Method of Delivery: Classroom / Hands-On

Achievement: Certificate

Partners:

Plant and Flower Identification and Care

Conestoga College

299 Doon Valley Drive, Kitchener, ON, N2G 4M4, F519-895-1085

Sector: Floristry

Program Type: Technical

Overview: Students will learn the following: the botanical and common names of green plants, succulents and cactus; identification and control of pests and diseases; proper lighting; soil and moisture conditions for houseplants.

Length: 5 week

Method of Delivery: Classroom / Hands-On

Achievement: None Listed

Partners:

Retail Florist - Field Placement I

Conestoga College

299 Doon Valley Drive, Kitchener, ON, N2G 4M4, F519-895-1085

Sector: Floristry

Program Type: Vocational

Overview: Involvement in all areas of the retail environment including customer interaction, designs, plant care and sales is expected. Students will gain a comprehensive understanding of the retail florist environment.

Length: 10 week

Method of Delivery: Workplace Training

Achievement: None Listed

Partners:

Retail Florist - Field Placement II

Conestoga College

299 Doon Valley Drive, Kitchener, ON, N2G 4M4, F519-895-1085

Sector: Floristry

Program Type: Vocational

Overview: Students design more advanced floral arrangements incorporating a variety of design elements including linear, landscape, curve, wedding and Ikebana. Develops skills in visual merchandising and window and in-store displays.

Length: 10 week

Method of Delivery: Workplace Training

Achievement: None Listed

Partners:

Retail Florist Program

Conestoga College

299 Doon Valley Drive, Kitchener, ON, N2G 4M4, F519-895-1085

Sector: Floristry

Program Type: Vocational

Overview: This program is designed to teach the art and skills of Retail Florists and provides the knowledge, skills and professionalism required for a successful career in the Floral Industry.

Length: Unknown

Method of Delivery: Classroom / Workplace

Achievement: Certificate

Partners:

Business Management Program

Confederation College

PO Box 398, 1450 Nakina Drive, Thunder Bay, ON, P7C 4W1, 807-475-6112, F807-623-3956

Sector: Business Management

Program Type: Professional

Overview: The purpose of the program is, simply, to contribute to a pool of competent people who can run Aboriginal organizations and contribute constructively to community economic development.

Length: 3 year

Method of Delivery: Classroom / Workplace

Achievement: Diploma

Partners:

Business: Marketing

Confederation College

PO Box 398, 1450 Nakina Drive, Thunder Bay, ON, P7C 4W1, 807-475-6112, F807-623-3956

Sector: Business Management

Program Type: Professional

Overview: Program offers students practical academic topics which will be used in the marketing field.

Length: 2 year

Method of Delivery: Classroom / Workplace

Achievement: Diploma

Partners:

Basic Florist Skills: Theory

Flowers Canada

7856 Fifth Line South, RR #4, Milton, ON, L9T 2X8, 905-875-0707 or 800-447-5147, F905-875-3494

Sector: Floristry

Program Type: Technical

Overview: The workshops are not designed to teach or develop floral skills but to enhance those skills already held by the student in preparation of the national examinations.

Length: 6 hour

Method of Delivery: Classroom-Based

Achievement: Other

Helps students in preparation for the national examinations.

Partners:

Floral Design Level I: Theory and Demonstration

Flowers Canada

7856 Fifth Line South, RR #4, Milton, ON, L9T 2X8, 905-875-0707 or 800-447-5147, F905-875-3494

Sector: Floristry

Program Type: Technical

Overview: The workshops are not designed to teach or develop floral skills but to enhance those skills already held by the student in preparatiion of the national examinations.

Length: 6 hour

Method of Delivery: Classroom / Hands-On

Achievement: Other

Helps students in preparation for the national examinations.

Partners:

Floral Design Level I: Theory and Hands-On

Flowers Canada

7856 Fifth Line South, RR #4, Milton, ON, L9T 2X8, 905-875-0707 or 800-447-5147, F905-875-3494

Sector: Floristry

Program Type: Technical

Overview: The workshops are not designed to teach or develop floral skills but to enhance those skills already held by the student in preparation of the national examinations.

Length: 10 hour

Method of Delivery: Classroom / Hands-On

Achievement: Other

Helps students in preparation for the national examinations.

Partners:

Floral Design Level II: Theory and Demonstration

Flowers Canada

7856 Fifth Line South, RR #4, Milton, ON, L9T 2X8, 905-875-0707 or 800-447-5147, F905-875-3494

Sector: Floristry

Program Type: Technical

Overview: The workshops are not designed to teach or develop floral skills but to enhance those skills already held by the student in preparation of the national examinations.

Length: 6 hour

Method of Delivery: Classroom / Hands-On

Achievement: Other

Helps students in preparation for the national examinations.

Partners:

Management Level I: Theory

Flowers Canada

7856 Fifth Line South, RR #4, Milton, ON, L9T 2X8, 905-875-0707 or 800-447-5147, F905-875-3494

Sector: Floristry

Program Type: Professional

Overview: The workshops are not designed to teach or develop floral skills but to enhance those skills already held by the student in preparation of the national examinations.

Length: 6 hour

Method of Delivery: Classroom-Based

Achievement: Other

Helps students in preparation for the national examinations.

Partners:

Management Level II

Flowers Canada

7856 Fifth Line South, RR #4, Milton, ON, L9T 2X8, 905-875-0707 or 800-447-5147, F905-875-3494

Sector: Floristry

Program Type: Professional

Overview: This workshop will review case studies in floral management and define suggested candidate response strategies. This workshop will address the application of knowledge.

Length: 6 hour

Method of Delivery: Classroom-Based

Achievement: Other

Helps students in preparation for the national examinations.

Partners:

Inroduction to Floral Design

Flowers Canada (Ontario) School of Design

PO Box 1114, Guelph, ON, N1H 6N3, 519-836-5495, F519-836-7529

Sector: Floristry
Program Type: Technical
Overview: Basic essential techniques and requirements to embark on a floral career.

Length: 10 day
Method of Delivery: Classroom / Hands-On
Achievement: None Listed

Partners:

Intermediate Floral Design

Flowers Canada (Ontario) School of Design

PO Box 1114, Guelph, ON, N1H 6N3, 519-836-5495, F519-836-7529

Sector: Floristry
Program Type: Technical
Overview: The advancement of acquired floral skills.

Length: 4 day
Method of Delivery: Classroom / Hands-On
Achievement: None Listed

Partners:

Management for Success

Flowers Canada (Ontario) School of Design

PO Box 1114, Guelph, ON, N1H 6N3, 519-836-5495, F519-836-7529

Sector: Business Management
Program Type: Professional
Overview: None available.

Length: 2 day
Method of Delivery: Classroom-Based
Achievement: None Listed

Partners:

Professional Floral Design

Flowers Canada (Ontario) School of Design

PO Box 1114, Guelph, ON, N1H 6N3, 519-836-5495, F519-836-7529

Sector: Floristry
Program Type: Technical
Overview: Challenging opportunity to study new techniques and exchange successes with other professionals.

Length: 4 day
Method of Delivery: Classroom / Hands-On
Achievement: None Listed

Partners:

Selling/Sales/Marketing/Display for Success

Flowers Canada (Ontario) School of Design

PO Box 1114, Guelph, ON, N1H 6N3, 519-836-5495, F519-836-7529

Sector: Business Management
Program Type: Professional
Overview: None available.

Length: 2 day
Method of Delivery: Classroom-Based
Achievement: None Listed

Partners:

Business Management Studies Certificate

George Brown College

PO Box 1015, Station B, Toronto, ON, M5T 2T9, 416-415-2000

Sector: Business Management
Program Type: Professional
Overview: Supplies training necessary for: supervisors, managers, small business owners and operators, and employees pursuing managerial and supervisory positions or planning to start a small business.

Length: Customized
Method of Delivery: Classroom-Based
Achievement: Certificate

Partners:

Customer Service Workshop

George Brown College

PO Box 1015, Station B, Toronto, ON, M5T 2T9, 416-415-2000

Sector: Business Management

Program Type: Professional

Overview: Learn the concepts of good customer service and how to know your customers well. Practice communicating through scenarios (role playing).

Length: 6 hour

Method of Delivery: Customized

Achievement: None Listed

Partners:

Interviewing Skills Workshop

George Brown College

PO Box 1015, Station B, Toronto, ON, M5T 2T9, 416-415-2000

Sector: Business Management

Program Type: Professional

Overview: This course is designed to make you more comfortable in all types of interview situations and gives you models of question scoring, tips for staying on track and practice from both sides of the table.

Length: 6 hour

Method of Delivery: Customized

Achievement: None Listed

Partners:

Marketing for Small Business

George Brown College

PO Box 1015, Station B, Toronto, ON, M5T 2T9, 416-415-2000

Sector: Business Management

Program Type: Professional

Overview: A course for those with little or no background in marketing. Learn to apply the basic tools of marketing to a small or medium-sized business

Length: 30 hour

Method of Delivery: Customized

Achievement: None Listed

Partners:

Marketing Management Certificate

George Brown College

PO Box 1015, Station B, Toronto, ON, M5T 2T9, 416-415-2000

Sector: Business Management

Program Type: Professional

Overview: This program introduces beginners to marketing and upgrades the skills of those employed in the field by providing a more rounded view of marketing.

Length: Customized

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Small Business Certificate

George Brown College

PO Box 1015, Station B, Toronto, ON, M5T 2T9, 416-415-2000

Sector: Business Management

Program Type: Professional

Overview: Developing and managing your own business! Learn what is involved in the start-up and operation of a new venture. Take the compulsory courses and one of two electives.

Length: Customized

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Certificate in Sales Development

Humber College of Applied Arts & Technology

205 Humber College Boulevard, Toronto (Etobicoke), ON, M9W 5L7

Sector: Business Management

Program Type: Professional

Overview: This program is designed to assist sales managers, sales representatives and customer service personnel strengthen their skills to enhance job success.

Length: Unknown

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Floral Design 1

Humber College of Applied Arts & Technology

205 Humber College Boulevard, Toronto (Etobicoke), ON, M9W 5L7

Sector:	Floristry
Program Type:	Technical
Overview:	This course will introduce the student to the fundamental concepts of floral design and provide the necessary foundation for the development of floral design skills.
Length:	12 week
Method of Delivery:	Classroom / Hands-On
Achievement:	Certificate
Partners:	

Floral Design 2

Humber College of Applied Arts & Technology

205 Humber College Boulevard, Toronto (Etobicoke), ON, M9W 5L7

Sector:	Floristry
Program Type:	Technical
Overview:	An application of the elements and principles of design, including composition, colour theory, texture and form. Students will begin the study of vegetative and experimental floral concepts
Length:	12 week
Method of Delivery:	Classroom / Hands-On
Achievement:	Certificate
Partners:	

Floral Design 3

Humber College of Applied Arts & Technology

205 Humber College Boulevard, Toronto (Etobicoke), ON, M9W 5L7

Sector: Floristry

Program Type: Technical

Overview: An application of the elements and principles of design, including composition, colour theory, texture and form. Professional critiques will be fundamental to this course as will the integration of experimental design.

Length: 12 week

Method of Delivery: Classroom / Hands-On

Achievement: Certificate

Partners:

Horticulture Science 1

Humber College of Applied Arts & Technology

205 Humber College Boulevard, Toronto (Etobicoke), ON, M9W 5L7

Sector: Technologies

Program Type: Technical

Overview: Students will receive an overview of plant/soil relationships, plant anatomy and physiology and plant identification.

Length: 12 week

Method of Delivery: Classroom / Hands-On

Achievement: Certificate

Partners:

Horticulture Science 2

Humber College of Applied Arts & Technology

205 Humber College Boulevard, Toronto (Etobicoke), ON, M9W 5L7

Sector: Technologies

Program Type: Technical

Overview: In this course, students will continue studying plant identification, and focus on turf management and arboriculture practices in the field of horticulture.

Length: 12 week

Method of Delivery: Classroom / Hands-On

Achievement: Certificate

Partners:

Horticulture Science 3

Humber College of Applied Arts & Technology

205 Humber College Boulevard, Toronto (Etobicoke), ON, M9W 5L7

Sector: Technologies

Program Type: Technical

Overview: Plant identification focuses on herbaceous and woody plant materials. Horticultural pests including animals, insects and diseases will be discussed, together with cultural and chemical controls.

Length: 12 week

Method of Delivery: Classroom / Hands-On

Achievement: Certificate

Partners:

Horticulture Science 4

Humber College of Applied Arts & Technology

205 Humber College Boulevard, Toronto (Etobicoke), ON, M9W 5L7

Sector: Technologies

Program Type: Technical

Overview: Plant identification in this course emphasizes plant material propagated or grown in greenhouses. Students will be exposed to greenhouse operations as well as other cultural requirements for plants.

Length: 12 week

Method of Delivery: Classroom / Hands-On

Achievement: Certificate

Partners:

Landscape Design Certificate

Humber College of Applied Arts & Technology

205 Humber College Boulevard, Toronto (Etobicoke), ON, M9W 5L7

Sector: Technologies

Program Type: Technical

Overview: An opportunity to develop a proficiency in landscape design and representation of small scale projects.

Length: Customized

Method of Delivery: Classroom / Hands-On

Achievement: Certificate

Credits earned may also be applied towards the Landscape Technician Diploma.

Partners:

Marketing Certificate

Humber College of Applied Arts & Technology

205 Humber College Boulevard, Toronto (Etobicoke), ON, M9W 5L7

Sector: Business Management

Program Type: Professional

Overview: Program designed to enable the student to understand modern marketing in today's competitive marketplace.

Length: Unknown

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Professional Selling Certificate

Humber College of Applied Arts & Technology

205 Humber College Boulevard, Toronto (Etobicoke), ON, M9W 5L7

Sector: Business Management

Program Type: Professional

Overview: designed to enable the student to gain an understanding of the principles of successful professional selling, and to obtain experience in the practical applications of its principles and techniques.

Length: Unknown

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Marketing Management, Post Diploma Program

Seneca College

70 The Pond Road, Toronto, ON, M3J 3M6, 416-491-5050

Sector: Business Management

Program Type: Professional

Overview: The program will help students to develop a marketing perspective in business and to think conceptually and creatively in making managerial decisions.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: None Listed

Partners:

Retail Florist Certificate

Seneca College

70 The Pond Road, Toronto, ON, M3J 3M6, 416-491-5050

Sector: Floristry

Program Type: Professional

Overview: Designed in close co-operation with the floral industry, provides the knowledge, skills, and professionalism required for a successful career as a Retail Florist

Length: 1 year

Method of Delivery: Classroom / Hands-On

Achievement: Certificate

Partners:

Retail Florist Certificate Level 1

Seneca College

70 The Pond Road, Toronto, ON, M3J 3M6, 416-491-5050

Sector: Floristry

Program Type: Technical

Overview: Teaches the student the art and skills of Retail Floristry. The program provides the knowledge, skills and professionalism required for a successful career as a Retail Florist.

Length: Unknown

Method of Delivery: Classroom / Hands-On

Achievement: Certificate

Partners:

Retail Florist Certificate Level 2

Seneca College

70 The Pond Road, Toronto, ON, M3J 3M6, 416-491-5050

Sector: Floristry

Program Type: Technical

Overview: Teaches the student the art and skills of Retail Floristry. The program provides the knowledge, skills and professionalism required for a successful career as a Retail Florist.

Length: Unknown

Method of Delivery: Classroom / Hands-On

Achievement: Certificate

Partners:

Retail Florist Certificate Level 3

Seneca College

70 The Pond Road, Toronto, ON, M3J 3M6, 416-491-5050

Sector:	Floristry
Program Type:	Technical
Overview:	Teaches the student the art and skills of Retail Floristry. The program provides the knowledge, skills and professionalism required for a successful career as a Retail Florist.
Length:	Unknown
Method of Delivery:	Classroom / Hands-On
Achievement:	Certificate
Partners:	

Business Administration: Marketing

Sir Sandford Fleming College

555 Bonaccord Street, PO Box 4350, Peterborough, ON, K9J 7B1, 705-876-1615, F705-741-3279

Sector:	Business Management
Program Type:	Professional
Overview:	Delivers knowledge in a full range of marketing activities, such as marketing research, sales, product management, advertising, promotion and consumer behavior, among many others.
Length:	3 year
Method of Delivery:	Classroom / Workplace
Achievement:	Diploma
Partners:	

Entrepreneurship

Sir Sandford Fleming College

555 Bonaccord Street, PO Box 4350, Peterborough, ON, K9J 7B1, 705-876-1615, F705-741-3279

Sector: Business Management

Program Type: Professional

Overview: Helps students capture the entrepreneurial spirit and pursue the skills you need to successfully launch and maintain a prosperous business.

Length: 1 year

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Horticulturist

Sir Sandford Fleming College

555 Bonaccord Street, PO Box 4350, Peterborough, ON, K9J 7B1, 705-876-1615, F705-741-3279

Sector: Technologies

Program Type: Technical

Overview: Training in the areas of landscape/greens keeper, disease and pest control; and nursery/greenhouse worker which includes the identification and propagation of plants and weeds, insect control, and plant sales.

Length: 4,500 hour

Method of Delivery: Classroom / Workplace

Achievement: Certificate

Partners:

Retail Marketing Management

Sir Sandford Fleming College

555 Bonaccord Street, PO Box 4350, Peterborough, ON, K9J 7B1, 705-876-1615, F705-741-3279

Sector:	Business Management
Program Type:	Professional
Overview:	Theoretical and practical grounding in areas such as human resources management, retail marketing, effective sales techniques and customer service.
Length:	2 year
Method of Delivery:	Classroom / Workplace
Achievement:	Diploma

Partners:

Prince Edward Island

Entrepreneurship

Holland College

140 Weymouth Street, Charlottetown, PE, C1A 4Z1, 902-629-4217, F902-629-4239

Sector: Business Management

Program Type: Professional

Overview: Designed to assist learners in developing the skills necessary to start and operate a small business or franchise, including the personal competencies for success as entrepreneurs.

Length: 9 month

Method of Delivery: Classroom-Based

Achievement: Certificate

Partners:

Retail Marketing: Retail Manager

Holland College

140 Weymouth Street, Charlottetown, PE, C1A 4Z1, 902-629-4217, F902-629-4239

Sector: Business Management

Program Type: Professional

Overview: Develops of skills that will prepare learners for careers in the retail sector. It provides the skills necessary to have a thorough working knowledge of the managing duties of retail with emphasis on sales, marketing, advertising and buying.

Length: 2 year

Method of Delivery: Classroom-Based

Achievement: Diploma

Partners:

Retail Marketing: Sales

Holland College

140 Weymouth Street, Charlottetown, PE, C1A 4Z1, 902-629-4217, F902-629-4239

Sector:	Business Management
Program Type:	Professional
Overview:	It provides learners with the skills necessary to excel at customer sales and service, with emphasis on internal/external customer relations, visual merchandising, buying and inventory control.
Length:	9 month
Method of Delivery:	Classroom-Based
Achievement:	Certificate

Partners:

Saskatchewan

Business Diploma Program: Marketing

Saskatchewan Institute of Applied Science and Technology

Kelsey Campus, Idylwyld and 33rd Street, Box 1520, Saskatoon, SK, S7K 3R5, 306-933-6350

Sector: Business Management

Program Type: Professional

Overview: Provides an excellent background for a marketing career and covers the principles of all major facets of marketing.

Length: 2 year

Method of Delivery: Classroom-Based

Achievement: Diploma

Partners:

Entrepreneurship and Small Business

Saskatchewan Institute of Applied Science and Technology

Woodland Campus.1100 - 15th Street East, Box 3003, Prince Albert, SK, S6V 6G1

Sector: Business Management

Program Type: Professional

Overview: Develops a complete business plan. By the end of the course you will have developed and analyzed the viability of your idea, developed marketing, operational, and financial strategies, and assembled all of this into a complete business plan.

Length: Customized

Method of Delivery: Internet

Achievement: Certificate

Partners:

Prairie Horticulture

University of **Saskatchewan**

117 Science Place, Saskatoon, SK S7N 5C8, Web: www.extension.usask.ca/Go/PHC

Sector:	Horticulture
Program Type:	Certificate
Overview:	Is a home study program in horticulture designed specifically for use in the prairie provinces. Open elective courses include a course in floral design and human resource management.
Length:	Minimum of 360 hours to get a certificate.
Method of Delivery:	All course materials are designed for home study.
Achievement:	Certificate
Partners:	

Territories

Management Studies: Certificate Program

Nunavut Arctic College

Keewatin Campus, Bag 002, Rankin Inlet, NT, X0C 0G0 email: nacinfo@nunanet.com

Sector:	Business Management
Program Type:	Professional
Overview:	The Management Studies Program is general management program intended to provide the knowledge and skills necessary for students who want to start management careers in business, government and non-profit organizations.
Length:	1 year
Method of Delivery:	Classroom-Based
Achievement:	Certificate
Partners:	

Management Studies: Diploma Program

Nunavut Arctic College

Keewatin Campus, Bag 002, Rankin Inlet, NT, X0C 0G0 email: nacinfo@nunanet.com

Sector:	Business Management
Program Type:	Professional
Overview:	The Management Studies Program is general management program intended to provide the knowledge and skills necessary for students who want to start management careers in business, government and non-profit organizations.
Length:	2 year
Method of Delivery:	Classroom-Based
Achievement:	Diploma Arrangements regarding transfer credits have been made with various universities and professional associations
Partners:	

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